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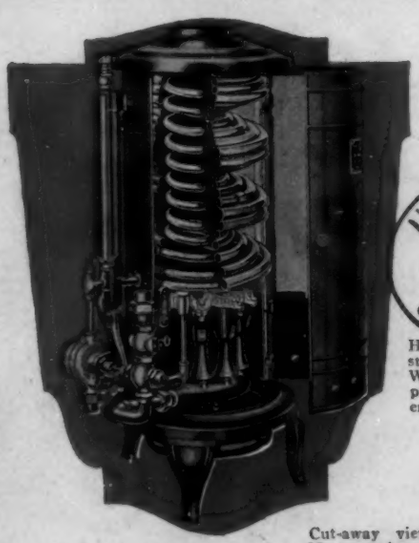
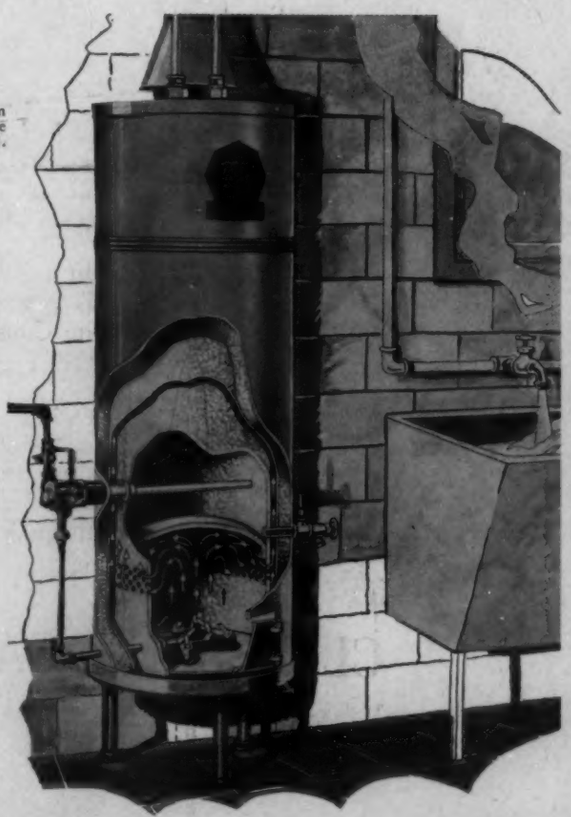


Hoffman Instantaneous Automatic Water Heater showing pre-heating coil (patents applied for).

HOFFMAN INSTANTANEOUS Automatic Gas Water Heaters and MASTER Automatic Storage Systems



Cut-away view of Hoffman Master Automatic Storage System (patents applied for).

More gallons of hot water per foot of gas!

More years of unfailing service per dollar of cost!

Those are the high points in the "reason why" arguments which give both types of Hoffman Automatic Gas Water Heaters outstanding prominence.

The "Master," a new and revolutionary achievement, is the only self-contained hot water storage system (patents applied for) having a combustion chamber integral to the tank.

The No. 3 Instantaneous Automatic Water Heater is the only heater of its type to eliminate the destructive action of condensation and increase the water heating efficiency by the use of a pre-heating coil (patents applied for).

May we send you *complete* information concerning these *perfected* water heaters? Just send us your name and address.

THE HOFFMAN HEATER COMPANY

1701-15 Eighteenth Street Louisville, Kentucky

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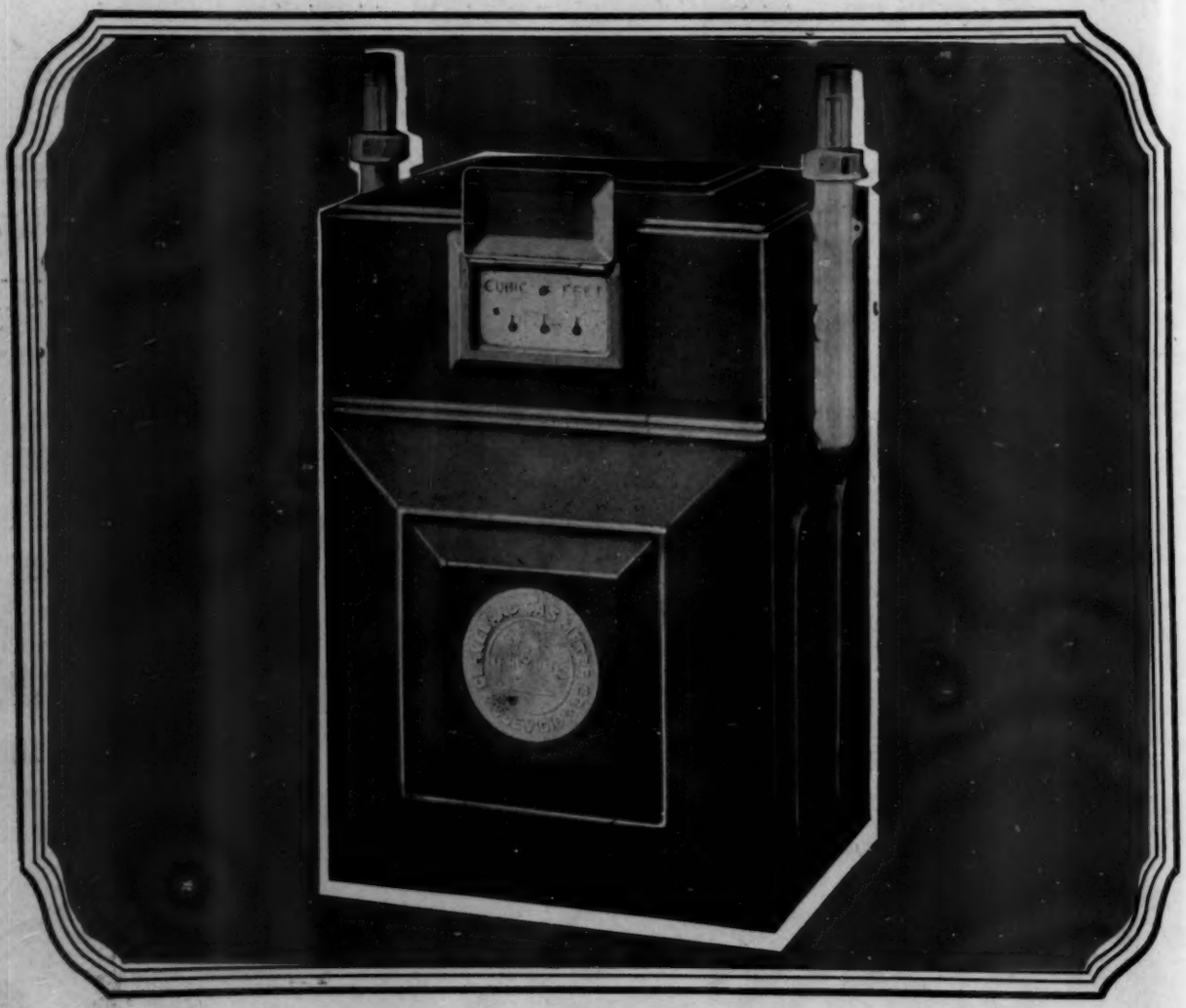


Dependability in a gas meter means a constant measure of reliable service; this is appreciated by the Superintendent, the Meter-reader and the Consumer.

Cleveland Gas Meters have a reputation for dependable service, the result of over thirty years' experience in manufacturing.

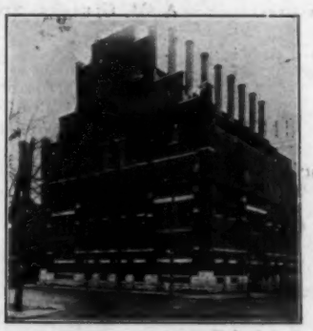
Our thoroughly organized and completely equipped factory assure you that the workmanship, materials, accuracy and general efficiency are unequaled.

"A" and "B" Types Meter Repairing

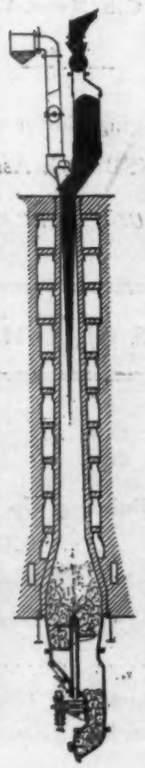
CLEVELAND GAS METER COMPANY

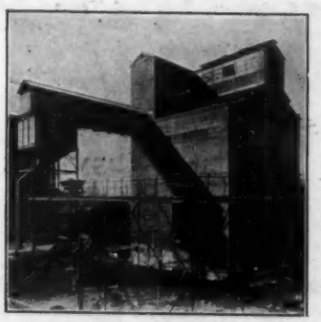
2180 East 65th Street **Cleveland, Ohio**

GLOVER-WEST
Vertical Retorts

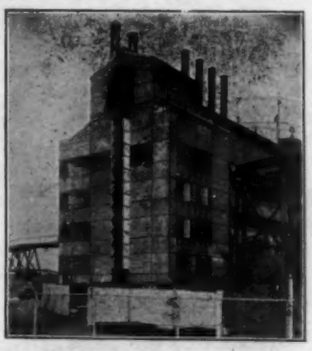


Toronto, Ont.
5,000,000 cu. ft. per day

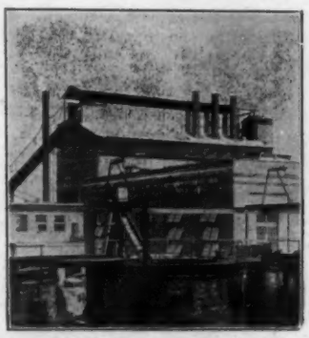




Fargo, N. D.
800,000 cu. ft. per day



Portland, Me., 2nd Plant
750,000 cu. ft. per day



Fall River, Mass.
1,600,000 cu. ft. per day

Plants *Completed* in 1926

Also Completed—Stamford, Conn., 1,100,000 cu ft.; Buenos Aires, 3,500,000 cu. ft.

Under Construction

Springfield, Mass.	2,800,000 cu. ft.
Toronto, Ont.	600,000 cu. ft.
Santiago, Chile	3,000,000 cu. ft.
Pawtucket, R. I.	1,060,000 cu. ft.
Faribault, Minn.	400,000 cu. ft.

WEST GAS IMPROVEMENT CO.

Builders of Coal Gas Plants

441 Lexington Ave. New York.

American Gas Journal

SIXTY-SEVENTH YEAR

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AMERICAN
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Ways of Calculating and Building Up the Advertising Appropriation

Analysis of methods for intelligently tackling problem

J. J. Berliner, B. S. C.

Accountant and Auditor

HOW shall I figure the advertising appropriation is a question that is constantly being asked by business executives. To answer this question it is essential to have a knowledge of the various methods used at present in calculating advertising appropriations.

The methods of calculating the advertising appropriation can be arbitrarily classified as follows:

1. By taking a fixed percentage of the sales. Sometimes the sales figures for the past year are used. In other cases the anticipated sales for the coming year form the basis of computation.

2. By an assessment of a certain unit of the product. Here also the number of units sold in the previous year or the number of units that is expected to be sold next year may be used.

3. By putting all the money that can possibly be obtained into advertising as an investment in future sales. This is a demonstration of superior faith in advertising, and is based on the proverb of "Casting bread on the waters." Often the investment may be out of all proportion to the immediate sales or profits of the business.

4. The Budget System.

5. By finding out how much advertising it takes to get a new user or a new dealer for a given product, and then appropriating enough money to get as many as are wanted that year.

6. By investing in advertising to bring inquiries or direct sales. This is the usual mail order method.

7. By ascertaining the minimum job to be accomplished by the campaign, and then deciding on the mediums and size necessary to put over the task.

8. By appropriating a certain percentage of the previous year's profits.

9. In addition to the above methods, the element of competition must be considered. It is necessary to watch the activities of competitors and then set aside enough advertising funds to "go them one better."

10. A plan that combines the percentage of sales and the budget system. A definite percentage of sales is unfailingly appropriated each year, say 5 per cent. This is placed in an advertising fund. The budget varies according to the exigencies of the business. It may be more than the amount derived from the percentage of sales, but more often it is less. Where it is less, the difference piles up in the fund for use in those years where more advertising is needed than is provided by the current assessment on sales.

11. Taking out an insurance policy in the form of advertising investment, to protect the company's accumulated good will (is a method that is advocated by Printer's Ink, December 9, 1920, issue).

Supplementing the above methods, it must be borne in mind that the volume of the advertising appropriation has to be determined by the nature of the busines or product, by the character of the market and by the price of the product, as well as the profit.

Method No. 1—Obtaining the Appropriation by a Percentage of Sales

This method is probably the most commonly used plan. Actually, hundreds of business executives arrive at their appropriation by an approximation of this method. One reason for its popularity is its mathematical simplicity. There is something very definite about it. Furthermore, it has other advantages, as stated by the president of one of the largest advertising agencies in New York, in the following words: "I favor the practice of fixing appropriations upon the percentage of sales of established concerns, and on the basis of estimated sales within a reasonable time with new enterprises. This plan designates sales as a primary product of advertising, and good will as a secondary product. In short, the object in view is—sales, increasing sales—permanency of sales—and good will."

Advertising percentages obtained in this manner usually vary from 2 to 5 per cent. They run as low as 1.62 per cent. The total sales and advertising expenditure in the case of Sunkist fruit is as high as 10 per cent, and in some cases even higher. The percentage that one concern is using is not a criterion or basis for other concerns. Market conditions might be entirely different, thus affecting the advertising appropriation required, to a considerable extent.

However, many advertising men do not look with favor on the percentage of past sales plan. They hold that it does not allow sufficient latitude for increasing sales. Where a business is being built up, it needs more advertising in proportion to sales than when it is thoroughly established. The plan of assessing future sales instead of past sales is, therefore, coming into wide vogue.

Thus, the opinions of many advertising men of note are in favor of the method of basing the advertising appropriation on a certain percentage of the anticipated sales and consider it to be the most practical way. But in this case, a concern must not base its appropriation on last year's sales, and where more sales effort is required, the percentage of appropriation to sales must be increased to the extent deemed advisable or necessary.

Method No. 2—Appropriations Based on a Certain Unit of the Product

Many firms take a unit of their product as a basis for figuring all expenditures. They budget everything on the unit basis. Salesmen are allowed so much for salary, so much for traveling expenses, etc., per unit. Even the profits are figured in the same manner. This method is suited particularly to those lines where the money value is not known, until the returns are received from the trade such as when goods are sold through auction markets.

The unit plan of calculation is used more frequently in association campaigns than anywhere else. The campaign of the California Fruit Growers is based on an assessment of 1½ cents per box of oranges, and 7 cents per box of lemons. The Metal Lath Association's assessments are based on the number of square yards of metal lath sold by its members. The coffee campaign fund is a result of a levy on each bag of coffee. The Lumber Associations assess on so much per thousand feet. The National Canners' Association's campaign is financed on a basis of not to exceed 2 cents per case for the inspection service and 3 cents per case for advertising. Numerous other illustrations could be cited.

Method No. 3—Using Money Available for Advertising as an Investment in Future Sales

A prominent business executive stated his views on calculating advertising cost as follows: "The real way to decrease your advertising expense is to increase it. If the law of diminishing returns is observed, money cannot be spent in advertising. It brings back enough sales to pay for itself and a profit besides. However, one cannot reasonably expect the advertising to be profitable the first year or the second, or perhaps even the third. He must have courage to go on, building up a good will investment with the assurance that some day it will begin to pay back a handsome profit.

Many business men must of necessity handle their advertising in this manner. They may have no definite appropriation at all, but put all the money available into advertising, just as they might put their reserves into gilt-edged securities.

Method No. 4—Budget System

Where a budget system is being used, advertising is, of course, included in the budget., Some concerns budget a year ahead, some six months, and some for even shorter periods, depending upon the needs of their business.

It makes little difference whether the advertising appropriation is based upon a percentage of total sales, or whether it is a definite percentage of each unit sold, so long as the standard is maintained.

As applied to advertising, the budget system is satisfactory or unsatisfactory, depending on whether or not the sum set aside for advertising is adequate or inadequate. Since budgets, as a rule, are somewhat narrowly and often arbitrarily fixed, the amount allotted to the advertising department or advertising manager is likely to be too small for the work to be done. An illustration of this is a concern that annually budgets $100,000 a year for advertising. It has appropriated this sum regularly for the past twenty-five years. When this custom was stated $100,000 a year was a very generous appropriation. At that time it was a fair percentage of the company's sales. In recent years, however, what with space, paper, printing, engravings, salaries and all the other accessories of advertising costing more money $100,000 a year does not give the organization the advertising it should have. The appropriation is therefore ridiculously out of proportion to the sales.

On the other hand, there is much to be said in favor of the budget plan. It controls reckless expenditures and permits careful financing. It allows the treasurer of the company to plan ahead for all the financial necessities of the business. And if the advertising budget is unfailingly furnished each year, it provides advertising continuity, which is often lacking where the appropriation that is available depends on the state of the bank account. Some concerns are overgenerous with their advertising in flush times, and cut the advertising down to almost nil, when business conditions are adverse. Obviously, the concern with a regular appropriation, even though it is small, will get further in the long run than the concern that makes a splurge one year and then hides its light under a bushel basket the next year.

Along this line, an official of one of the largest corporations remarked as follows: "During periods of business depression, the financial ends of the busi-

ne is are almost always on the saddle, and their neces sities are greater than the necessities of the advertising end. In our own company, I believe, we are all sold on the effectiveness of advertising. Our advertising appropriation, therefore, results in a compromise. At such times, I do not think it good business to overspend, as this often results in cramping other necessary expenditures. On the other hand, we try to keep a reasonable advertising appropriation going, no matter what the times are."

Method No. 5—Advertising to Get a Certain Number of New Customers or Dealers

New advertisers almost invariably ask this question: What percentage of my total sales should be spent for advertising? There are conditions which more or less control the appropriation; and they vary for each individual business. So that it is impossible to apply a mathematical formula and say offhand the appropriation should be 5 per cent, or 10 per cent, etc.

But there are other ways of determining. Figure how much new business the market should be made to yield in any given period. Find out how much of this business the concern should attempt to secure with the capacity of its factory and sales force as limitations. Estimate conservatively and fix this possible sales volume as the quota for the given period of time.

Then determine how much of the increase can be obtained from your present customers, and how many accounts you have to open. With those facts and figures before him, a reliable advertising agent can tell how much it will cost to

(1) Create a consumer demand.
(2) Arouse a dealer interest,

that will be sufficient to assure the necessary increase from old customers and the necessary number of new accounts.

In this way the appropriation is arrived at, and results from selling effort cancel advertising costs at every step.

Method No. 6—Advertising to Buy Inquiries or Direct Sales

This is the type of advertising used by mail order houses, department stores and by others whose advertising must pay its way as it goes along. Their appropriation is determined with this in view. They advertise for definite, immediate results. In the mail order business, particularly, advertising results are computed according to the law of averages, and have been reduced to almost a mathematical certainty. In this line, therefore, the appropriation largely depends on how many inquiries or sales the advertiser thinks he can profitably buy.

Method No. 7—Appropriating Enough Money to Put Over a Specific Advertising Task

This may not be a method so much as it is the result of a method. A great many advertising men hold that the only thing they are interested about the advertising appropriation is that it be large enough to accomplish some advertising job.

More advertising fails because of insufficient appropriation than for any single reason. Thus, for example, the campaign of a cigar manufacturer was discovered in the act of slipping. Territorial advertising appropriations were assigned on a basis of the present sales in a territory. This worked out well in those sections where the sales were large, but it allowed a totally inadequate appropriation for those districts where sales were small. In one city of one-half million people, for illustration, this basis of operation permitted the manufacturer to run only a ten-inch single column advertisement twice a week in but one newspaper. Since other cigars were strongly entrenched in the market, this little volume of advertising made no impression. Quadruple the appropriation, advised the advertising agency. This was done, and immediately the sale of the underdog took a handsome spurt. The agency man handling this account expressed himself as follows: When you run into a deadlock of this kind, disregard present sales and bet your advertising money on potential sales. If you make the bet large enough, you will win out every time.

Method No. 8—Appropriating a Percentage of the Previous Year's Profits or Levying on Capital

A number of concerns, instead of putting their profits into dividends or into the surplus account, put the money back into the development of the business. The profits are budgeted and turned over to various departments of the business. A certain amount of it goes for additions to the plant. Some of it is used for an increase in sales promotion, some for advertising, and so on. In a few cases, this assignment of profits to the advertising account is made on some arbitrary basis, such as all the profits over 25 per cent.

The following is quoted from Lord Leverhulme:

"The best reserve fund of any business is to be found in the good-will of that business. Many boards of directors devote their surplus profits to 'building up a reserve fund,' which fund is generally invested in what again are called 'gilt-edged' securities. These same directors are then kept busy for many years afterwards writing down out of further surplus profits the cost price of these same gilt-edged securities in falling market values. Should the business have to meet and overcome difficulties, or have to face frenzied competition, and the directors decide that their policy ought to be to draw somewhat upon these 'reserves,' they find they cannot realize them without serious injury and loss of the confidence of other stockholders in the reputation and standing of the business, or, in serious words, serious loss of good-will.

"These reserves are mere window dressings. They cannot be described as reserves in any sense of the word, and to do so is an act of self-deception.

"They are no reserves of strength, and even to reduce them in amount, in order to employ these

reserve funds in meeting any emergency, would be a suicidal policy. In these circumstances, directors find out that they must choose between being killed by competition, or dying by suicide, and that there is no alternative.

"Now, I strongly hold that the best investment for surplus profits is to expend them on judicious advertising, wisely and carefully planned, and executed with originality and forcefulness. These same surplus profits, invested wisely in advertising them, become a real 'gilt-edge' security, and a solid reserve of strength to meet days of difficulty, and to overcome quietly but irresistibly and surely, the most frenzied of competition, and the business thus provided with reserve strength, stands foresquare to meet and overcome every attack."

Where a business is well established and the annual profits substantial, the profit plan works out satisfactorily. On the other hand, when a new concern is trying to establish itself and where profits are likely to be uncertain for a few years, this plan for raising the appropriation would not do at all.

To get an appropriation very often a new company has to levy on its capital. Some concerns need advertising investments and consider them as capital investments. Many times advertisers must advertise to a greater extent than the immediate market justifies. To get the money, they have to use their capital.

Method No. 9—Appropriations That Are Based on What Competitors Are Doing

This may not appear to be a scientific way of building an appropriation, but it is a method that many business executives follow, and must therefore be recognized in this article. It is generally known that one of the quickest ways to wake up an industry (advertisingly) is to get some representative concern in it to advertise. Usually it isn't long before some of the others will follow suit. Of course, this is understandable. When a concern advertises aggressively, its competitors must not only compete with it, but also with its advertising. Unless they get their own advertising going, to offset this aggressive influence of the opposition, they will be doubly handicapped.

The strength of competition must always be taken into consideration in planning an advertising campaign. Nearly always it is a factor that must be counted on. It is inadvisable, though, to let competition decide the whole campaign. Where this is done, the advertising of an industry is a follow-the-leader game. The trouble is that all of it is likely to climb up to a certain point, and then stick there, regardless of the advertising needs of the companies involved.

Method No. 10—Building Up an Advertising Reserve (American Sugar Refining Co.)

The American Sugar Refining Company in 1917 set aside an appropriation of $1,000,000 for trademark advertising. The report of President Babst, issued at that time, explained this reserve more in detail. The statement read: It makes the company a pioneer in setting up a reserve to secure permanency of an advertising policy which, in the end, will bring the company closer to the consuming public.

This does not mean that the money has been put into a permanent fund, the interest on which is to be used for advertising. It is merely set aside, as a reserve, from the profits of the concern, and is to be applied solely to advertising. Neither does it imply that the million dollars necessarily will be used up this year. It may or it may not. If any is left over, it will remain in the reserve and will help to swell the next appropriation. On the other hand, none of it may be used, for advertising appropriations may come from current earnings in the usual way.

In theory, if the anticipated sales in any given year bring the percentage of the appropriation to sales below the amount set for that year, the advertiser should put the difference into a reserve fund to be used for advertising during years which will require more sales effort.

Method No. 11—Insurance Policy

This is an attempt to establish a relationship between an annual advertising appropriation and the value of its good-will. The theory of this plan is that since advertising builds good-will and preserves that which already exists, why not carry the idea further and take out an insurance policy in the form of advertising as a means of protecting the concern's good-will at its appraised value. (This is a plan formulated by Printer's Ink in December, 1920.) Every concern protects its assets against fire, and in the same manner, why not protect good-will against depreciation by insurance in the form of advertising?

This plan, however, has these objections:

(1) It is difficult to find the value of any given concern's good-will. From the accounting viewpoint, there is a good deal of prejudice against including good-will on the balance sheet, and comparatively few concerns include their good-will in the balance sheet.

(2) Another objection is that for the average business the application of the insurance idea with any figure which all parties will accept as a reasonable good-will valuation, results in an appropriation so small that the insurance desired cannot be purchased through advertising. However, in the case of a large corporation whose recognized good-will value runs over ten million dollars, advertising insurance could be purchased at a low rate of premium. This objection would not, therefore, apply to concerns in this class.

The above methods of calculating advertising appropriations do not cover all the minor and special methods used in individual cases, and the classifications made by the author are only arbitrary.

"Gas Service and What It Is Not"*

J. Howard Mathews

Assistant Chief Engineer, Illinois Commerce Commission, Springfield, Ill.

Definition of Service

SERVICE has been variously defined. The dictionary calls it "anything done for the benefit of another." Service of public utilities might be defined as any act which promotes good will, that which makes a satisfied consumer, or the fulfillment by the utility of its public duties in such manner as to promote good relations with its consumers.

Any of the above definitions or a combined thought from them, or any other definition you might propose, is going to imply some obligation other than doing only what the utility has to go to "get by." It conveys an idea of satisfaction and will be reflected in a disposition on the part of the consumer to return to the place where he was well treated.

What Good Service Is

A company may give good gas, of good pressure, but because it makes its contacts with people in a disagreeable fashion it is in disrepute, creates dissatisfaction and develops ill will. Suppose a public utility representative tells a complainant that if he does not like the service he can get along without it. Of course the consumer does not like this and the natural reaction is that he broadcasts the information that the company is furnishing "rotten" service. What does he mean by rotten service? Possibly he has not found anything wrong with the gas quality or pressure, and maybe hadn't had occasion before to question his bills. He means just this—the company has so acted as to create ill will, which is the opposite of good service as we have defined it.

Without taking the trouble to cite illustrations to prove the connection between service and good will, I want just now to leave this thought for your consideration: No act of service can be committed or omitted without affecting public relations.

It is apparent then that gas service means more than forcing gas of a given quality at a given pressure through a service pipe. For some years we have used a system of grading the service of gas utilities and in arriving at the final grade give consideration not only to quality and pressure but to seventeen other items which we think are properly classed as factors of public utility gas service. The following list shows these items, the relative importance of each being indicated by its weight. Computations, which consist of multiplying the grade for each factor by its respective weight and adding the total weighted scores so secured, have been carried out to show the manner in which the final grade is determined. In a paper previously read before this association the method of determining grades for gas service was explained in detail and the general effects in Illinois of the application of this system discussed.

Condition of Service	Weight	Grade	Weighted Score
Pressure (including interruptions)	30	35	1050
Heating value	15	50	750
Handling of complaints	10	60	600
Meter testing	7	98	686
Purity	5	95	475
Consumers' attitude	4	80	320
Construction and maintenance	2	90	180
Adequacy of capacity	2	100	200
Provisions for emergency	2	95	190
Adjustment of bills	1	100	100
Billing	1	100	100
Extension policy	1	100	100
Furnishing new service	1	90	90
Total of service weights	81		
Records			
Pressure surveys and records	5	90	450
Record of complaints	4	100	400
Record of heating value	3	90	270
Record of purity	2	100	200
Record of meter tests	2	100	200
Record of meters	2	100	200
Record of interruptions	1	100	100
Total of record weights	19		
Final grade			66.61

Comparison With Dinner Menu

It is obvious from the above that certain items of gas service, such as pressure and quality, while most important are by no means all the factors to be kept in mind if the public is to be satisfied. In looking for some way of emphasizing the importance of these other factors, often neglected or discounted, it occurred to me that an analogy with something familiar would help to convince us of the necessity, if we would do our duty of giving minute attention to all the details of service. I have elected, as you will notice, to show the analogy between factors

* Presented before the Joint Convention of Illinois Gas Association (23rd Annual Meeting), Illinois State Electric Association (26th Annual Meeting), and Illinois Electric Railways Association (18th Annual Meeting), March 17 and 18, 1927, at Springfield, Ill.

entering into gas service and the elements "from soup to nuts" of a well balanced dinner.

(Please do me the favor not to examine these values for calories too carefully, nor find too much fault with the meal arranged. I doubt whether it is a perfect meal but I was pleasantly surprised at the ease and accuracy with which these two necessities of life—a dinner and gas service—could be compared. If necessary to defend my dinner, a matter in which I am not expert, I will beg for some latitude in choice of soups, meats, drinks, portions, etc., to arrive at the indicated calorific value of the groups necessary to correspond relatively with the weight assigned for the analogous phases of gas service. The given values are, however, reasonably accurate.)

GAS SERVICE		DINNER MENU		
	Weight in Grading System		Calories	
Furnishing new service Extension policy Adequacy of capacity Provisions for emergency	6	Cocktail Soup Relishes, etc.	150	Preliminaries
Pressure Heating value Purity	What the consumer receives through his service pipe 50	Meat Potatoes Bread Butter Gravy	1250	The substantials
Records	19	Vegetables	475	Essential to keeping the system operating properly
Metering	7	Salad	175	Necessary to a balance. Usually the most finicky part and often the criterion of the whole meal
Construction and maintenance	2	Drink	50	Just a part of the meal (except when it is the kind that is served first!)
Billing Adjustment of bills Handling of complaints	12	Dessert	300	The part that is supposed to leave a good taste in the mouth and a feeling of satisfaction
Consumers' attitude	4	Nuts	100	Where you form your opinion of the meal and get in your gossip
Total	100		2500	

What I hope will impress you is that what goes to the consumer through the service pipe (pressure, heating value and purity) is no more the beginning or end or the all of gas service than meat, potatoes, bread and butter (the substantials) are everything to a good meal. Of course one can live on these things, at least until his stomach revolts, but he shouldn't, wouldn't want to, and shouldn't have to. However simple a dinner it will usually consist of approximately the above listed balanced portions. If a hotel or restaurant persists in serving meals only of the substantials mentioned (meat, bread and potatoes) it could hardly expect to hold, much less attract, business; particularly if it costs no more to get a meal at a competing hotel or restaurant that furnishes all the extras at the same price.

And let me here admit that it costs the gas company usually little, if any, more to furnish the consumer with these extras.

Effect of Service on Consumers' Attitude

We could theorize all day on what should be the effect of service on good will but as one fact is worth a ship load of argument let us see what actually happens in Illinois. In the list of factors of service given above you will notice an item "Consumers' Attitude." It has always been a little difficult to grade this factor of service and I suspect our inspectors have erred in giving too high a grade for it where conditions are not entirely satisfactory. The grades for "Consumers' Attitude" are however generally lower where service is poorer.

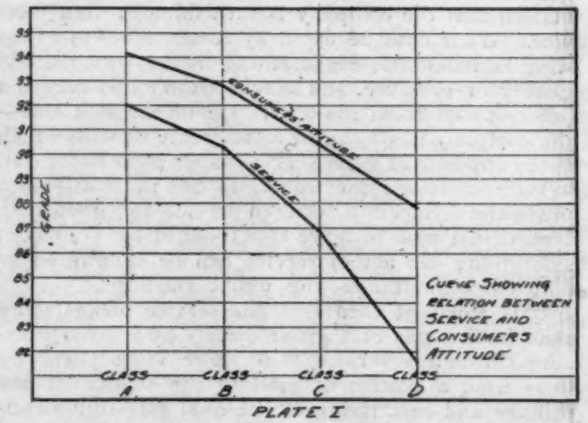


PLATE I

The curves shown on Plate I indicate this and while the curve representing "Consumers' Attitude" has not dropped off quite so rapidly as has the curve for "Service," I think it would have done so had it been possible to get at a grade for "Consumers' Attitude" in a more positive and dependable manner. However, I think the curves prove the point and while conditions sometimes develop to affect this relation, I believe the curves show conclusively that the consumers' attitude in the average case is just about proportional to the class of service that the

company is furnishing. These curves are interesting in that they are evidence of conditions actually found in hundreds of communities over a period of several years.

The classes of properties A, B, C, etc., have been used in grouping towns for grading purposes. The class in which a municipality falls depends on the number of consumers, whether it is served from a transmission line or local plant, facilities reasonably available, the character of the community, the reasonableness of the demand and other attendant conditions.

What May Be Done to Improve Service

While discussing some of the findings of our field service engineers we believe it would be instructive, judging from inquiries received, to explain how the grade, and consequently the service, could be improved. The obvious method to effect an improvement is to improve the grade for each individual factor of the service, or at least for some of the factors. This is not always so easy to do and looks like a discouraging task, particularly to those already standing very high in the rating. There is one secret, however, to this which becomes apparent from a study of the total grades assigned: those getting the highest final grades are almost invariably those getting high grades in everything. Perhaps you have been one of those getting a high grade in pressure, or heating value, or meter testing, and yet ranked lower than someone else in the list of final grades. If you are, just review your grades for all factors of service and see if you have not fallen down in some of the other factors which perhaps you have never considered of much importance. Maybe they do not count much, but they count for something, and every little bit helps when you are trying to stand at the top.

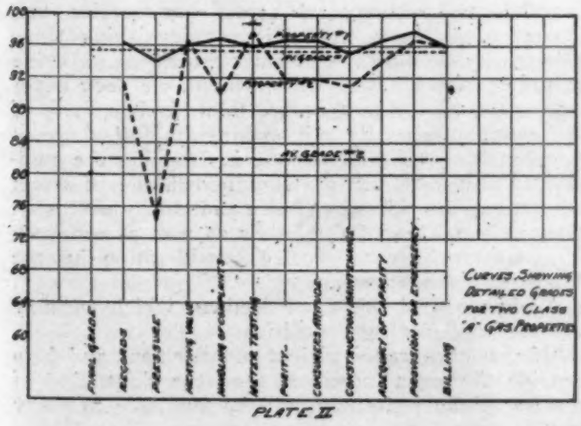


PLATE II

To demonstrate the point just brought out I have reproduced here some curves (See Plates II, III, IV and V) showing some utilities of each class standing highest in the list, as well as some others in the same class which have a reasonably good final grade. Please note the consistency of the grades for all factors of service in the case of the properties with the highest grades and see how erratic they are in the other cases.

It will be noticed that the properties with the lower final grades have furnished a high grade of service in many particulars—sometimes having grades for the factors higher than received by other property. The lower final grade is due to failure to take care of all factors as well as they have taken care of some of them.

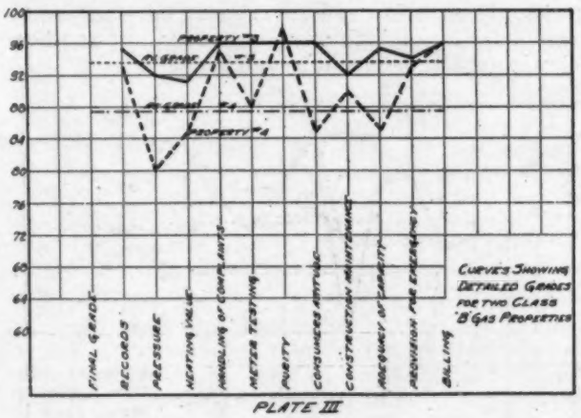


PLATE III

Let me here inject a warning and correct one impression that seems to be all too prevalent. Service rules were not designed and placed in effect for the convenience of the commission. It was thought that conformity with them would result in the kind of service that properly managed properties should

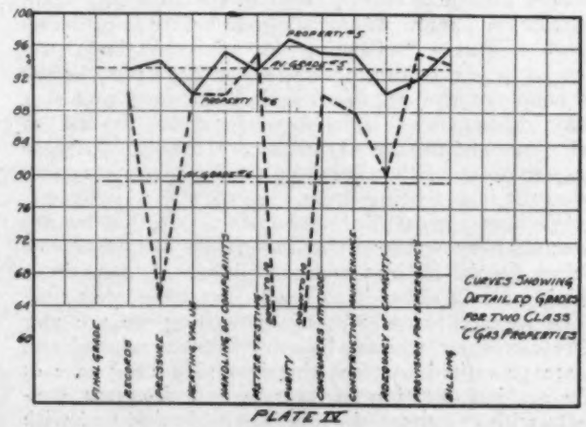


PLATE IV

desire to furnish. They were intended as assistance, not as a burden. However, we have found altogether too many cases where pressure surveys or other studies are made or records kept only because a rule of the commission requires it or in order to get a good grade rather than with the idea of securing information by which unsatisfactory conditions can be corrected and the interest of the property and the public advanced. In pressure surveys it is better that a dozen poor charts be taken and intelligently used than a thousand good charts in localities known to be free of pressure trouble. Too many times, too,

when unsatisfactory conditions are called to companies' attention they attempt by excuses and evasion to justify the conditions or to argue that they do not exist rather than to make a concrete effort to ascertain what is wrong and take effective steps at once to make corrections.

Because of the fact that so many consumers have had experience with, or been told of, evasion and misleading statements of utilities, most of them are still reluctant to accept the utilities' side of stories. Every effort at evasion, every mis-statement, every delay in fulfilling promises means just another delay in getting the public's confidence.

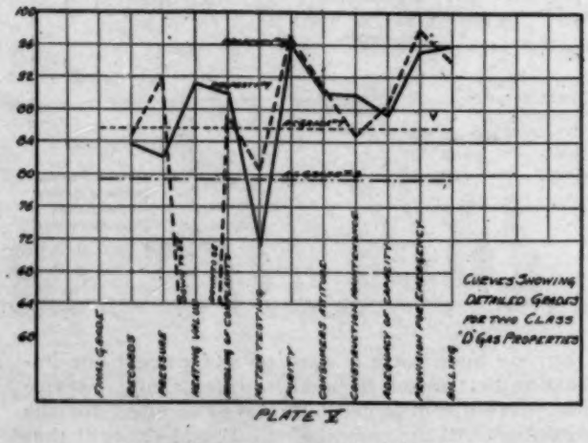


PLATE V

What Service Is Not

Now I come to what I consider the most important part of my paper. What has gone before is probably more or less a "rehashing" of what has been presented to you before, or which you have read before in some form or another. It is quite easy, and that may explain why it is so often done, to talk of what we should do. I am aware that it is not so easy to do it, neither is it so pleasant to discuss cases where it is not being done.

We hear a great deal, and I am afraid that we are possibly hearing too much, about the splendid service being furnished by public utilities. I sometimes think we talk about it so much that we come to believe we are actually doing something we are not. The consumer at least has not been convinced and I am prompted to treat this less pleasant phase of the service question because of our frequent contacts with consumers in this frame of mind and with situations that many of you do not know are often to be found even in the "best regulated families."

What we need is less talk about public relations and more energy expended in furnishing better service. Not that I want to discourage talking public relations, but if some of the energy now being expended in publicity were spent in actually improving the service, I am satisfied the net progress would be greater. Some utilities are like an old rooster we used to have. He learned to cackle just like the hens but we failed to find any evidence that he ever laid an egg. Rather than spend large sums in advertising to secure satisfactory public relations it would be better to first find and correct the service troubles and do the talking afterwards when there is reason to talk.

I am encouraged to treat of this rather delicate matter because of an editorial which recently appeared in one of the electrical magaznies on the subject "Conversation Does Not Build Good Will." This editorial read in part:

"The lack of courteous effective service from public service companies is under any circumstances a quick irritant to most people, but the most damnably maddening thing is public service company 'public relations' advertising that is self praise for service excellentia, which does not exist."

One writer aptly described this tendency as that "exasperating practice—looseness in promise and constipation in performance."

Some months ago there appeared in some of the widely circulated national magazines this advertisement:

"Adequate, progressive, economical street car service is the thing your community must have for social and industrial growth."

Agreed. But the user is sure in his own mind that the service is inadequate because the cars are seldom on schedule. He rarely gets a seat when he does get a car. He is sure the company is not progressive because it uses obsolete and poorly maintained equipment with no bells on cars for signaling stops and with doors that won't close in zero weather. When service and convenience are most needed the company drags out its old dilapidated cars. He is sure the operation is not economical or efficient because the company allows tracks to be pounded to pieces and cars rattled to pieces by flat wheels which it persists in using. As the publicity would indicate, the community must have adequate, progressive and economical street car service and inasmuch as the company is not furnishing these things why should the consumer contribute anything to the company. Bear this in mind, we need never expect the patron to do more than his fair share of the contributing. By not making its full share of the contributions the company is dwarfing the community's welfare. A growing percentage of street car patrons are riders by choice and not by necessity. Hence the wishes of the public as well as economy of operation have to receive consideration by the company management.

Again we read this advertisement which we may assume applied to gas utilities:

"If you encourage efficient management and help provide the right incentive, then the right kind of service at the right cost will be available to every one."

But the management is inefficient so why shouldn't it be discouraged—the patron does not see the sense of encouraging it.

I may not be constituted as you are but when a utility, through the technical magazines, the local press, at talks before meetings of various kinds, seeks to impress the public by its loud hurrahing of what

it is doing for the public, and at the same time is actually depriving the consumer or applicant for service of that to which he is rightfully entitled, I for one arrive at the frame of mind that so far as that utility is concerned all its publicity and advertising might better never have been put out.

Every year we hear of hundreds of complaint cases which are almost childish. They are childish in that no issue is involved, nothing but a dispute, which dispute could usually have been avoided if the utility or some of its employees had used a reasonable common sense attitude. Executives, managers and superintendents must not forget that employees are open to the same mistakes and errors as the public. The fact that your employees do or say certain things does not always mean that these things are true. Not long ago a commission inspector sat in the office of the district manager of a large utility and for two hours listened to this gentleman create an alibi to the general manager why certain work had not been done. The work in question could have been done in thirty minutes while he was thinking up an alibi but it would have necessitated his going out into the cold weather. Strangely enough, this alibi was accepted as good and sufficient by the general manager of the company.

On the other hand, the employee is sometimes endeavoring to get results but getting no support from his superiors or from the company officials. There are many cases of record where the local representatives are aware of unsatisfactory service conditions and have asked for the necessary improvements but the head office refuses approval because it has not been impressed with the seriousness of the situation.

Let me here cite some concrete examples of what service is not. They are actual experiences.

During an inspection one of the commission's engineers learned that gas pressure at one location was very poor. The consumer had reported the trouble and when our engineer asked the company about it he was informed that it had been investigated and the company found that the consumer was having no difficulty. Our engineer knew better because he had interviewed the complainant and had investigated the service himself. Was this an attempt to evade a responsibility, was it an attempt to deceive for fear of disclosing a bad general condition, or were conditions generally so bad that this one was good compared with others?

In the following case a company was taking action to correct a complaint but kept the complainant disgruntled because it did not give him any information. A consumer had poor gas pressure and finally complained to the commission. Upon investigation it was learned that the company had made a pressure survey at his house even before it had received the complaint and had authorized a main extension to correct the trouble. The company, however, failed to inform the complainant that something was being done and the consumer, feeling that his complaint was being ignored, was giving the company some unfavorable publicity. This service (or lack of it) cannot improve public confidence in any company.

Investigation of gas service in one fair-sized community operated by a large utility disclosed that during the week it was difficult to cook a meal on account of insufficient pressure and that on Sundays and holidays it was sometimes impossible even to get a flame during the cooking hours. The company had promised sufficient mains for years and the consumers appeared to have given up hopes of ever having satisfactory service. Despite these conditions and the fact that most of the housewives were very much dissatisfied the company's records showed no more complaints than in an adjoining town where service was very good. In fact, in the community of poor service there were fewer complaints recorded per consumer than in practically any other part of the company's system although the service was clearly about the poorest, and this in spite of a very elaborate system of recording complaints. In this case the complaint record, as kept, meant nothing and demonstrates also the futility of depending entirely on a complaint record to show where service needs improvement.

A consumer complained that his bill was too high and the company, after interviewing the complainant, reported to the commission that he had been satisfied. Further investigation by a commission engineer showed that the man was not satisfied. No reason for the bill could be found except that the gas had been used and the complainant was found to be of the type that never would be satisfied until the rates were modified for his particular benefit. This was an apparent effort on the part of the company to cover up an unsatisfactory condition. Failure to satisfy this particular complaint was no reflection on the company, assuming a diligent effort had been made, and certainly did not justify a false report.

A consumer complained that his service was unsatisfactory. An investigation showed that the complaint was fully justified and that service was even worse at the premises of several other neighboring consumers. We brought the conditions to the attention of the utility which after an investigation wrote us that changes had been made and conditions entirely corrected. The complainant stated to us, however, that he could see no improvement, and our field investigation showed that although some changes in the distribution system had been made positively no improvement had been effected in the service to the complainant or his neighbors. After making some changes the company's representative apparently took it for granted without making any tests that conditions must be improved and so reported the service corrected.

Case of Small Community

Just recently in a small but lively community served by one of our largest, most capable and best utilities, our inspector found the service very unsatisfactory. Not only that but the business men reported that they had complained to the company until tired without getting any results. So far as we could find

the company's representatives had for some reason not only overlooked or neglected the complaints but had never made any study of their own to find out what conditions might be, a matter which in itself shows lack of interest in the consumers' welfare. I want particularly to emphasize this last failure because so frequently we hear it argued that utilities for their own good are bound to render good service.

In connection with service studies on the property of a large utility, consumers affected by unsatisfactory service located in the survey were told that the conditions would be promptly corrected. Whether the officials of the company really intended to deceive the consumers we do not know but so far as we have ascertained practically no corrective measures have been applied and with no good reason for the failure that we are aware of.

In a medium-sized town where street cars run at intervals of about 15 minutes the company puts an extra on one of the heaviest lines to help carry the noon traffic. It goes about three minutes before the regular car and investigation of a complaint disclosed that the traffic superintendent started it three minutes before twelve when no one was yet ready to go home, with the result that neither it nor the regular carried any appreciable number of passengers. When the next regular went fifteen minutes later about everybody was ready to go. As the extra had gone, the regular could not handle the crowd, so there were more standing up than seated. The extra should, of course, have gone when the passengers went or not at all. Lots of room when nobody was going; no room when everybody was going.

In one community where bus service was instituted to supplement deficient street car service the busses operated on a fifteen-minute schedule. The patrons found after a time that the service had become very unsatisfactory with intervals of twenty to forty-five minutes between busses. Upon investigation of a complaint it was found that of the three busses on the line one had been out of repair for several weeks and having provided no reserve the company was trying to get along with but two on the route. It is easy to see why people depending on a fifteen-minute schedule were doing a lot of grumbling at this kind of service.

Here is just one case—an outstanding example—of another kind of service. In some communities which suffered severely from high flood waters and where failure of public utility service might reasonably have been expected the operating companies spent enormous sums of money, and unlimited energy, in order that the people might be provided with some of the necessities of life and kept comfortable as possible. This is an example of what service is—service well deserving of the name, promoting the welfare not only of the consumer but of the entire community.

Employment of Only the Whole Truth Recommended

You are familiar with deflation—of currency, wages, and so on—taking the fictitious values out of merchandise, etc. The well managed utilities, and I believe what might be termed the successful ones, are endeavoring to see that fictitious value—equivalent in effect to delusion—is taken out and kept out of every form of public utility activity—publicity, advertising, promotional work—not excepting proceedings before regulatory bodies. You can excuse most of one's failures and mistakes so long as he is sincere, but delusion can be excused by no amount of success or progress. The sooner all utilities furnish only pure unadulterated service the sooner they will get on a sound business basis of service.

We could cite hundreds of examples from our experience and records where a different spirit might well have been manifested and I shall cite a few which will convince you I believe that in many cases too little service and too much that is not service is being delivered to the public. (There is a less polite and less diplomatic term for "that which is not service"—it is shorter, too).

One might lose patience when he hears a company, particularly one of our largest ones, boast of how it is serving the public in all its departments, when as a matter of fact it is furnishing some miserably poor gas pressure or electric voltage, yet not even making studies in a number of communities to find out what kind of pressure or voltage it is furnishing the consumer. One might lose patience and possibly become much discouraged to observe some of the other various inconsistent or contradictory attitudes sometimes assumed by certain utilities, dependent on what kind of an impression they feel will best serve their immediate purpose. The motives are however usually apparent and to my mind such efforts are not so alarming as they are ridiculous and amusing. I am going to give you an opportunity to observe how some of these activities appear to one on the side lines and you can judge for yourself whether this sort of attitude improves your general welfare.

Some years ago the commission requested data showing the heating value of the gas furnished in a certain location for a period of three months. A complete record was furnished and it indicated that the heating value of the gas was satisfactory and well above the commission's requirements. It did seem more than passing strange, however, that every test showed exactly 578 B.t.u. per cubic foot except for one day where for some reason the heating value dropped to 576. As you men of experience will agree, this constitutes a most remarkable operation of a gas plant.

On another occasion the commission requested a record of certain plant tests for a period of twelve months. The record was promptly supplied, appeared in order, was neat and beautifully kept. Furthermore, the record was exceptionally complete, in fact more so than the occasion warranted, for some overly conscientious employe had prepared records not only for thirty-one days of every month but for the 29th, 30th and 31st of February (and it wasn't even a leap year!). The record covered a

total of 372 days in the year—the longest year we have any record of.

Electric companies generally are giving wide publicity to an alleged program of studying and serving the farmers' needs, of modernizing the farm so as to keep the young folks contented, etc. Actually, however, their rates, in a good many cases, are so constituted, their construction charges so high, connection privileges so severe, and information to applicants so given, as to create an impression that the companies, or at least certain of their departments, are intentionally discouraging rural business.

A few years ago a company argued in a hearing before our commission that the capacity of a line positively had to be increased (when it was contemplated that the burden of the change must be borne by the consumers) and later argued that the same line was adequate for all needs without any increase in capacity (even though the load had materially increased)—the change in opinion apparently resulting from the fact that the commission meanwhile held that any reinforcement in facilities would have to be made at the expense of the company.

In another case a company testified that a certain contemplated improvement would net some fifteen per cent return on the investment and when the improvement was authorized admitted that it could not pay a cent of return and asked permission to violate the commission's construction rules in order to reduce the cost of the improvement.

In the course of one service investigation our inspector discussed with public utility officials the matter of an unusual amount of complaint from a certain section of the city. The utility representatives stated that to the best of their knowledge and belief conditions in that section were very satisfactory but the people residing there were habitual complainers—"chronic kickers." Two hours' investigation in the field by the inspector revealed that not only were the consumers entirely justified in their complaints but in view of conditions it was surprising that the number of complaints from this section was not larger. Services and mains in many cases were found so full of water that often the gas could not be used. The mains were subsequently cleared and I am told that the complaints of the "chronic kickers" ceased at once. It is hard to believe that the representatives of a utility, which compliments itself on its service as this one does, did not know what the existing conditions were. They should have if they didn't.

Pressure Survey

Contrast this with the policy of one company which makes a complete pressure survey each year, charts being taken at such locations and in such number as to show accurately the kind of pressure affecting each consumer. These tests are not made simply to satisfy the letter of a commission rule (which, incidentally, requires a general survey once in three years—not each year) but for the purpose of studying and improving service conditions. We found that pressure in this community was practically perfect, for which we gave the unusually high grade of 97 per cent (highest ever yet assigned for pressure) and judging from the reaction of the studies on service and the degree of apparent satisfaction with the service we feel the practice as employed here is deserving of the highest commendation.

While discussing good service let me refer again to Gas Properties 1, 3 and 5, detailed grades for which are plotted on Plates II, III and IV respectively, reproduced above. Note particularly Property No. 1 on Plate II, which is operated in a medium sized community, and observe how successfully this organization has executed every phase of service—pressure, handling of complaints, records—it matters not what. Nothing has been overlooked, nothing slighted, each item of service nearly perfectly performed. Practically the same can be said of Property No. 3 and Property No. 5.

In another matter, not one utility but a whole organized group of them contended that proposed rules prepared for the consideration of a regulatory body were voluminous, impractical, theoretical, unreasonable and generally impossible. They then offered for consideration a set of rules which they had prepared, more voluminous than those objected to and containing about 96 per cent of the same material, most of the rules being verbatim.

So I could go on. I could cite hundreds of such illustrations—not happening five years ago but happening today; not among the small, poorly managed utilities of the "old school," but among the large, supposedly best managed utilities with every opportunity of being informed in the present-day public-relations idea. The trouble is that executives, attorneys and other representatives are sometimes ill-advised, often by their own employees. Furthermore, they are not always trying to learn what methods their procedure is designed to employ and unfortunately some of the others who understand just what is going on are not encouraged or even permitted to assist in giving advice.

The Science of Being Honestly Sincere is something to be studied, taught and encouraged everywhere.

Unfortunately my position is such that many of you may say I cannot appreciate your side of the picture. I'll not argue the point but lest you get the wrong impression of my attitude toward your problems I want to explain that I have purposely dwelt on the worse rather than the better things, believing the latter are sufficiently before you and believing that most good would be accomplished by emphasizing the things which are not being done right rather than the things which are.

The president of the Great Lakes Division of the National Electric Light Association in addressing the convention last year said:

"Every company should have one good able-bodied pessimist in the organization."

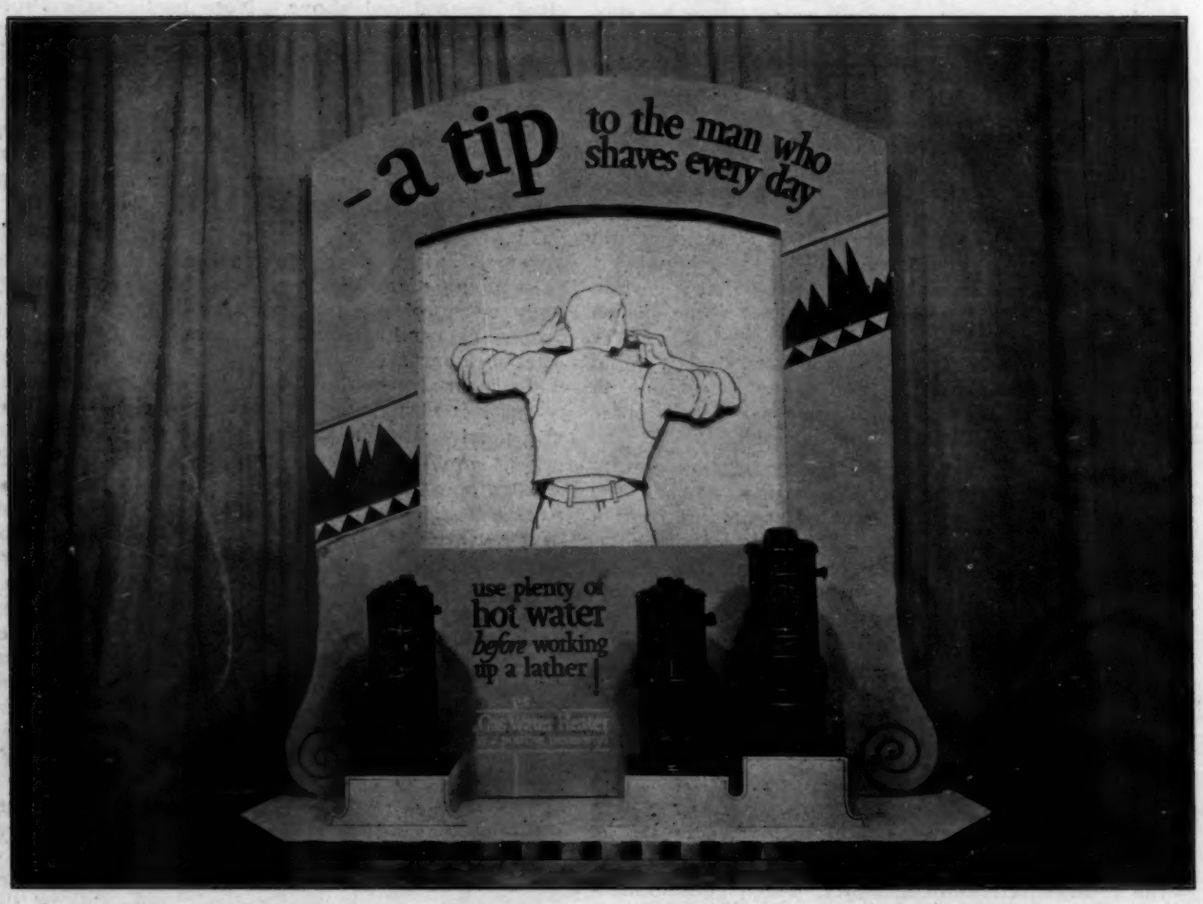
(Continued on Page 20)

WINDOW DISPLAY ADVERTISING

That sells more gas to pleased customers

R. M. Martin

Display Manager, Consolidated Gas Company of New York.



Don't try to exploit the appliance—sell the idea. Convince any community of the truth that the application of hot water before shaving makes this daily operation easier, and meter readings will be higher. Selling the Gas Idea is our first aim. Appliances must then be sold to supply the desired result.

In the above instance, tank water heaters are shown, but it does not follow that our desire is to sell only this type. No mention is made of price—no reference to any manufacturer's name is noted, because, in all probability, fifty per cent of resultant water heater prospects will ultimately buy an automatic appliance. We aim to associate gas heated water with one, and all, of its potential daily uses. Logical reasoning forces us to award second place to appliances in our advertising campaign and go after "gas heated water" sales.

And there is another forgotten angle to practical window display advertising—PUBLIC RELATIONS.

Consider, if you please, the man who follows the advice pictured—with gratifying results. He may be already using gas to heat his hot water supply, so we, obviously, cannot sell him an appliance; but we will sell just a little more gas, and we have made a friend by rendering him a very real service—a thoughtful service beyond the merchandising of gas and appliances.

As The Journal Views It

STIMULATING BUSINESS BY UNUSUAL METHODS

During the discussion of a paper written by Mr. B. F. Pickard and read before the recent meeting of the Pennsylvania Gas Association it was suggested that if so-called "circus" methods could be applied to the sale of gas merchandise with success it would warrant more than passing investigation. Obviously such a suggestion embodies a proviso that there should not be too much of a lowering of the essential of dignity during its furtherance.

After all, it is a moot question as to how thickly we should clothe our process of selling goods with the stiff and somewhat repellant stateliness of yesteryear. Rules and, indeed, ethics of marketing various articles of commerce and trade have altered rapidly in the past eight or ten years, and of a verity the mountebank of yesterday, with his quips and wiles, is hailed as the expert of today—largely, we believe, due to the results obtained. And, with the regulating elements of honesty and fair dealing governing our business dealings, results are what count.

Those who are actively conversant with human nature as it exists in this present day of hurry, competition and superficial efforts are fully aware that we will have to scrap many of our old methods of carrying on and substitute more appropriate ones. In this connection Darwin has written to the effect that the failure of an organ to accommodate itself to a changing environment means death to the same.

If we can further the sales of appliances by way of carting them about the highways and byways on a truck and subsequently ringing doorbells and inviting the housewife to inspect our wares, there seems to be no radical objection to such a procedure. We can crowd on all the dignity we desire through the medium of attractively presenting the merchandise. There would seem to be no legitimate objection to offering prizes and premiums in order to attract a crowd into our display rooms—only our display floors should measure up as far as being inviting is concerned.

From a merchandising standpoint it is the average human being that determines and prescribes the rules and ethics that govern commercial relations. Unfortunately, humans do not periodically enter a place of business and state how they want business conducted or what will appeal to them—they are either too lazy or overly timid. The merchant must then use his imagination and foresight to the end that he will be in a position to apprehend not only what particular item the customer will desire, but also how he or she would want such an article presented and displayed.

Years ago a mediocre showman standing on the wharf of a mid-western river town watched the antics of a negro deckhand as the latter sang and danced his way into the admiration of a small gathering of passengers waiting for the next packet. Here was the germ of an idea. From the same, fostered by imagination and foresight, despite the stiff formalities of the stage at that time, developed the minstrel show.

The American people in their present state of unheard-of opulence, are increasingly demanding entertainment. We hold no brief for this state of affairs, but it is a condition that exists and must be reckoned with.

☼ ☼ ☼ ☼

EDUCATION OF THE MECHANIC

Our industry is doing a tremendously important piece of work in its co-operation with various institutions of higher learning to the end that the latter are stressing the study of purely gas subjects and courses. This is both timely and essential. But there is an almost equally vital and important phase of education that we should not overlook—vocational and similar training.

It is open to debate as to whether our various mechanisms for supplanting human effort have kept pace with the falling off in man power to handle the tasks that are not in the "white collar" class. In view of the dearth of immigrants and the lure of positions where the hands are kept relatively free from grease and dirt, it behooves us to not neglect the education of some of our employees in the more homely duties of gas company operation.

INDUSTRIAL GAS LESSONS

IF IT'S DONE WITH HEAT — YOU CAN DO IT BETTER WITH GAS

Lesson No. 165

Blue Gas

It has been mentioned that blue water gas, which is of course the first gas that is made, whether or not the final product is blue gas or carburetted water gas, is composed mainly of hydrogen and carbon monoxide. Theoretically it should, of course, contain nothing else, but the commercially made gas always contains other ingredients in addition to carbon monoxide and hydrogen. The average composition of blue gas is as follows:

Carbon dioxide	4.2 per cent
Oxygen	0.1 per cent
Carbon monoxide	41.4 per cent
Hydrogen	49.2 per cent
Methane	0.8 per cent
Nitrogen	4.3 per cent
	100.0 per cent

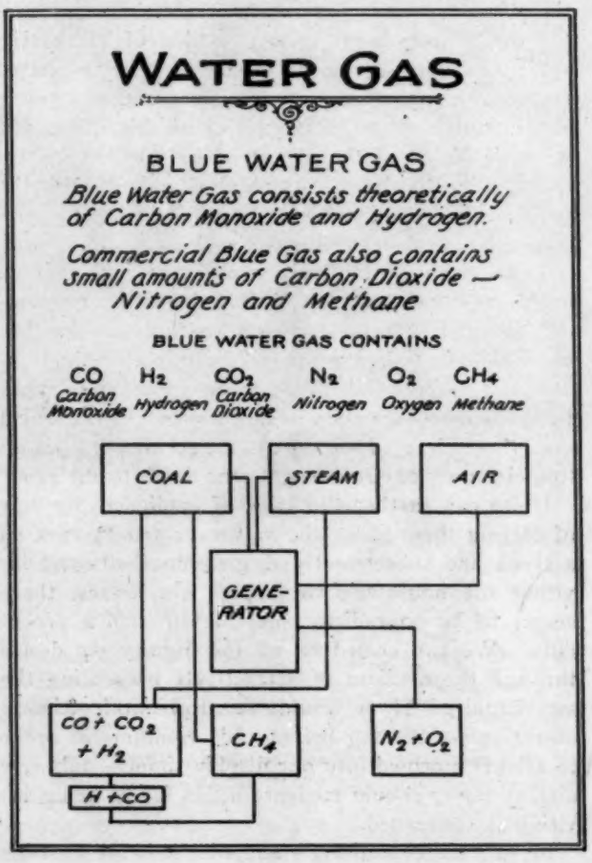
The specific gravity of this gas is 0.55, air being unity. The gross heating value is 307 B.t.u. per cubic foot. Other compositions of water gas are given in the following tabulation:

Kind of Gas	Hydrogen	Carbon Monoxide	Methane	Carbon Dioxide	Oxygen	Nitrogen
Average water gas	51.89	40.08	0.10	4.80	...	3.13
Blue water gas.	50.0	43.25	0.5	3.00	...	3.25
Lowe water gas from anthracite	44.50	42.10	...	3.60	...	9.80
Water gas from bituminous coal	42.1	32.6	2.9	5.3	0.3	16.8
Strong water gas	52.76	35.88	4.11	2.05	...	4.33

Origin of Ingredients

The nitrogen that is contained in the gas comes from the accidental admixture of air with it, or rather of the products of combustion of the coal in the air below. It may also be due to some extent to the nitrogen that is present in the coal itself. The methane content of the gas is small, but it is always present in this gas, for the reason that there is always the possibility that it will be formed from the volatile matter in the coal, there being a small amount always present in coal even though belonging to the anthracite series. There is also generally a certain amount of residual volatile matter in water gas coke which is often used as a water gas fuel. Methane can also be formed by the reaction between carbon monoxide and hydrogen under the influence of the catalyst contained in the mineral matter of the coal. The carbon dioxide present in the blue water gas is brought about by the reaction between carbon and steam going to the carbon dioxide stage instead of to the carbon monoxide stage. The proportion of oxygen is due to the small amount of excess air blown in with the steam. It is an entirely negligible quantity.

It should also be mentioned that blue gas always contains a certain proportion of hydrogen sulphide which comes from the sulphur contained in the coke



or coal used. It is always present in water gas in lesser amounts than in coal gas, one grain per cubic foot, or 0.16 per cent by volume, being an average figure. Blue water gas also contains a small amount of iron carbonyl, which used to be a serious disadvantage connected with its use for illuminating purposes with the incandescent mantle. The gas also contains at times a very finely divided dust composed largely of silica and sulphur. This deposits in pipes and meters, and is very difficult to eliminate.

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AUSTRALIAN GAS MAN PRAISES U. S. SYSTEM

Australia is prepared to fight government ownership and operation of public utilities, and prefers the American system of private operation under government regulation, according to a widely-quoted address recently delivered by P. C. Holmes Hunt, president of the Australian Gas Institute. He says, in part:

"Of late years there have been rumblings in government control and compulsory acquisition of certain utilities has been suggested. The benefit to the community that the believers in public ownership see must lie in their powers of imagination. Those who have the daily management of gas undertakings know that the inevitable result of national or municipal control, judging from what has taken place with other utilities, would be increased operating charges, a relaxation of effort, and higher rates. There is no 'magic' in national or municipal control.

"Australia has had its fill of national and municipal management. It is to be hoped that we are learning, as a nation, just what the United States has learned. There the people are satisfied that the development of a true democracy is not along the lines of national control of industry, but in the direction of private control, which they have proved ensured the best service to the public. Through private control the public has an infinitely better chance of receiving service."

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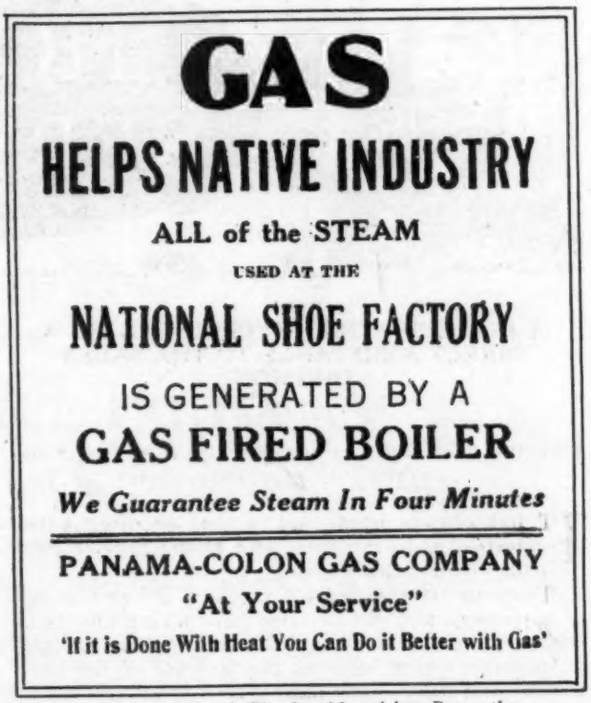
Looking into the future with the past
THE advent of Gas Service was the true Birth of Leisure that has made it possible for our wives and daughters to enjoy the benefits of Instruction, Entertainment and Opportunity which New York today provides.
Much Still Remains To Do
One of the greatest undertakings we still have before us is the ushering in of that day when Smoke, with its attendant evils of Dirt and Disease, shall be as little tolerated as the Darkness and Drudgery of earlier days.
Consolidated Gas Company of New York
GEO. B. CORTELYOU, President
1823 — MORE THAN 100 YEARS OF UNINTERRUPTED PUBLIC SERVICE — 1923

An Appeal to Housewives to Hasten the Elimination of Smoke and Soot


GAS
HELPS NATIVE INDUSTRY
ALL of the STEAM
USED AT THE
NATIONAL SHOE FACTORY
IS GENERATED BY A
GAS FIRED BOILER
We Guarantee Steam In Four Minutes
PANAMA-COLON GAS COMPANY
"At Your Service"
'If it is Done With Heat You Can Do it Better with Gas'

An Example of Timely Advertising From the Canal Zone

☼ ☼ ☼ ☼

SATURATION POINT IN HOUSEHOLD USE OF GAS FAR AWAY, SURVEY SHOWS

A SURVEY by the General Federation of Women's Clubs in this country, covering 8,000,000 homes in 2,228 communities in 48 states and the District of Columbia, revealed that only fifty-one per cent of those homes were using gas for cooking and only twenty-two per cent were using gas for water heating.

In spite of the fact that 52,000,000 persons use gas daily in their homes, the survey offers convincing proof that gas companies have a long way to go before the saturation point in the use of gas for household purposes is reached, remarks the Pennsylvania Public Service Information Committee.

Ninety-six per cent of the communities with populations ranging from 10,000 to 25,000 have gas plants. Ninety-nine per cent of the cities between 25,000 and 50,000 population have gas plants, but gas ranges are in only sixty per cent of the homes and water heaters in only twenty-six per cent.

In cities of 50,000 to 100,000 population, all of which have gas plants, sixty-nine per cent of the homes are equipped with gas ranges and only thirty-three per cent with water heaters. Even in cities having a population of 100,000 or more, the survey discloses that less than eighty per cent of the homes are using gas ranges and only about fifty per cent are using gas water heaters.

A HOME SERVICE DIVISION CAN BE A DIRECT ASSISTANCE TO THE SALES DIVISION

MAYE LOVELL,

Director of Home Service, Consolidated Gas Company of New York.

IT has always been, and is yet, an often asked question as to the value of a Home Service Division to the Sales Division.

"Does the Home Service Division aid in the sale of appliances and gas or does its working efforts lie entirely in the realm of a good-will builder, a pleasant contact point between the women of the community and the gas company?"

We have found one way, we believe, where the Home Service Division is a direct help to the salesmen. In the New York City district people are not quite as neighborly as the same people would be in a smaller community. They do not tell their neighbors of their experiences with various household labor-saving devices. The housewife does not help along the sale of a device, we find, by telling others, so the only way to push a sale of a desirable appliance or device in New York is to bring it to the notice of the possible user, either by extensive advertising or by extensive and intensive canvassing. The Consolidated Gas Company and Affiliated Gas Companies of New York have found that extensive canvassing brings the surest results, so a large number of salesmen are engaged all the time in pushing the sale of gas appliances.

The Domestic Division, as its name implies, is engaged in pushing the sale of gas ranges, water heaters, etc., for home uses, and let me say right here that the humorists and cynics are all wrong. There are homes, many real homes, in New York City. The two-room apartment can be a real home in New York City just as much as a ten-room house is a home in the lesser congested district, so we try to install in the apartment homes as many labor-saving gas appliances as possible so that the occupants may have time and energy for other things than hard work.

We are also convinced that a successful salesman must know a lot about the article he is selling. He must be quite convinced of its merits in order to talk it so as to convince the possible buyer. We have recently started a campaign on the gas range with the oven regulator. The salesmen were given all the printed matter usually furnished by the range manufacturers. They were shown how the heat regulator worked mechanically. They were told all the nice little stories about the oven cooked meal, allowing the housewife to go to church or the beach or the movies and in coming home to find the meal ready for the table without any fuss or bother. But they have also been told that there are people on the planet Mars.

"The Way to a Man's Heart"

Many old sayings are based on sound reasoning. Two of them are very apt for our problem. The first, "The way to a man's heart is through his stomach," we wanted our salesmen to have in their hearts in the effort to sell heat control ranges, and we wanted to sell heat control ranges because they make the preparation of a meal in the home easier. So the district salesmen and sales manager were divided in groups of sixteen and invited to our Home Service headquarters and given a demonstration of the possibilities of a heat controlled oven on a gas range. A meal of satisfying proportions for sixteen people was prepared and put in the oven. The regulator was set and at the proper time the meal was removed, fully cooked. Before the meal was taken from the oven a talk was given on the oven regulator, its advantages, etc. The following is a sample menu of one of these meals:

Roast Beef Franconia Potatoes
Buttered Beets
Bran Bread Pumpkin Pie

One of the men accused us of being a magician, a successor to Houdini, saying we took the roast beef out of our sleeve. It did seem a lot to cook, but with just a little planning, anyone can do it.

"Proof of the Pudding"

Now for the second old-fashioned saying, "The proof of the pudding is in the eating." Every salesman after eating such a meal has been fully con-

vinced that the oven regulator range is a labor-saver, and that a full meal can be easily cooked at one time in the oven; and also that the meal cooked in this way is not in any sense a compromise; in fact, in many ways the foods were better for the long slow cooking than in the ordinary way in which they are prepared.

Looking back over this article, it seems that I have been writing about the oven regulator rather than how a Home Service Division can help the sales force. Don't you see, though, if the salesmen become enthusiastically converted they will be better salesmen, and won't better and more enthusiastic salesmen sell more gas appliances? These salesmen have also become better acquainted with our Home Service Division and realize what a help it is in their sales when they can say to their customers, "We have a department which will explain anything to you that you do not understand or help you through any difficulty in the use of the appliances."

Salesmen are always looking for new points to add to their sales talk, so I feel that our Home Service Division is in this instance among many others a direct assistance to the sales force.

Direct Contact Publicity

Home service procedure that is getting real results

Anna J. Peterson

Director of the Home Service Department, The People's Gas Light & Coke Co., Chicago.

WOMEN need the help which the home service department of a gas company has to offer. It is proved every day by the increasing number of inquiries both by phone and by personal call from housekeepers old enough in the business to need new inspiration, from young housewives with limited experience, from mothers with a variety of problems; in fact, from women of all kinds.

The only real problem that confronts a home service director and her staff is to be sure of reaching

Mrs Peterson at Englewood High School
Community Night at Irving Park
(Quartette and Orchestra)
Men's Night at Broadway
Community Night at Larrabee
(Little Dancer at Piano)

the consciousness of every woman in the community, so that this free service offered by the Company is used by these women daily. We like to feel that this slogan is a by-word in every home on our lines, "Ask Home Service anything you want to know."

Opening a New Service

When a new service is opened, we not only advertise it in general, but we send an invitation to the door of every home in the community, asking the housewife to a reception, where music and refreshments make a festive background for the story of Home Service and what it has to offer.

At the reception we give out lesson sheets covering a week's recipes as used in demonstration, finding this more effective in arousing interest than any printed outline of the program offered. With each shifting group we demonstrate the foods which appeal to the man of the family—good bread, muffins, pies which melt in your mouth.

We keep a fresh display of these foods (which seem to be the neglected ones because of the lack of understanding of how to make them deliciously at home) in the window to tempt the passers-by.

We get acquainted with the women, children and men who come to our auditorium, make them have a good time, show them what Home Service has to offer. We want them to come, as they always do, by the hundreds, and, more than that, we want them to go home and tell about it to their neighbors.

This social policy of direct publicity has been our most effective way of vitalizing Home Service for the housewife, and it has been carried through old and new services in an effective way. More than that, it is the one way in a new community whereby we find out the class of people we are to cater to.

Community Night

A number of our services in outlying districts have developed as a regular feature of their program what we call "Community Night." The director invites all the members of her classes to come with their families and friends. She plans a program of singing, reading and music, using local talent as much as possible. She makes doughnuts or cookies for them, and serves them hot from the platform, together with coffee or fruit punch, and all the time she is weaving into the evening stories of what Home Service brings to the community.

One of the recent events of this nature was made delightful by the co-operation of the local music store owner, who supplied a quartet, and orthophonic music for the evening. We distributed hand bills on the day of the party and made a big evening of it.

The kind of entertainment we plan depends entirely upon the neighborhood to which we must appeal. In one of our services, located in the heart of uptown Chicago, where there is a great deal of night life, we featured "Men's Night" in Home Service, sending a special printed invitation, addressed to the Man of the House, which invited him and his lady. We put on as good a variety program as could be found in any of the nearby vaudeville houses, drawing on our own Gas Club for talent. But we put on one act which isn't billed on any vaudeville program, and it was a headliner, too. It was the making of fresh hot doughnuts, the kind the men like.

Anniversary Parties

It has been my plan to make festive the anniversary of important things in my workaday life, such as the anniversary of the opening of the Home Service Department. I want to focus the interest of every housewife in the city upon this department which has rendered friendly, sincere, expert service, without charge, for another year.

We announce the anniversary party in all of our classes and over the radio, and often the response has been overwhelming. Last year as a variation in entertainment we gave a Bunco Party, asking all those who wanted tickets to write in for them. The requests were so numerous that we had to have an overflow party on the following Saturday afternoon, and even then we could have used many more tickets.

This year, the fifth anniversary for Home Service, we have been a little slow because of the large number of school, club and church appointments we have had outside of our regular demonstrations in the department. So appreciative have our clients been of the coming of Home Service into their lives that they remember the month and write us, "Are we coming to the fifth birthday party of Home Service?"

Radio Teas

To the women at home busy with the cares of a large household or the strict routine of little children, the radio has brought Home Service as a personal friend. When letter after letter expressed the desire to see those of us who broadcast, I decided to make a special occasion for my radio pals, and so set the day for them to come in to tea with me.

We were prepared for a good crowd, but we had no way of guessing the hundreds and hundreds of women who crowded our auditorium, blocked the stairway, and filled the first floor. They came, every one of them, as old friends interested in every detail of the department. To us it was illuminating to see the types and the great numbers of women we were reaching through the radio. It made our work a little more personal, and established a friendly interest which was furthered greatly by this direct contact.

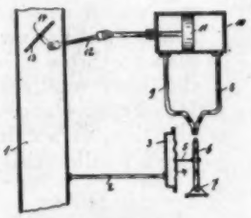
The next year, before Christmas, we gave a Children's Radio Party, asking the mothers to bring the children, knowing well that many of them could not come without the children. Again we were surprised by the overwhelming number, but we had reserves ready, so that we managed to get into the hands of every child a gingerbread cookie Santa

(Continued on Page 20)

PROGRESS IN GAS TECHNOLOGY
Domestic and Foreign

REGULATING GAS PRESSURE

THE device for regulating gas pressure, which is shown in the accompanying illustration and which is patented in United States Patent No. 1,620,707, consists of a pressure pipe, 2, which conducts the gas whose pressure it is desired to measure. The gas pressure acts against the diaphragm, 4, and this pressure is transmitted through a second pipe which contains a pressure medium which flows from one side to the other of a piston contained in the cylinder, 10. This flow of the pressure medium causes the movement of the piston, 11, and the connecting rod, 12, which is itself connected with a butterfly valve, 15, located within the gas pipe. The movement of this butterfly valve serves to shut off the flow of gas in the pipe or to increase as the case may be.



1620707

This apparatus consists of a coking receptacle which is made of quartz and built into a bronze bomb. The quartz vessel terminates at the lower end in tube form and an outlet is thus provided for volatile products of combustion. A deep tube-like portion is provided in the cover which allows the coal to enter the vessel, so that by means of it an insulated thermo-element can be maintained in the middle of the coking mass during the process. The vessel is electrically heated and the bomb containing it is placed in a large calorimeter. The volatile products pass into another calorimeter and their calorific value is determined.

The apparatus is so well insulated that it was found possible to heat up to temperatures of 600 to 1100 degrees C with eighty per cent efficiency. The coking heat is found to be in the sum of the heat contained in the coke at 600 degrees plus the estimated heat contents of the coke between 600 degrees and any other higher temperature that is chosen, plus the heat in the volatile products.

Specific heats of various semi-cokes were determined, it being found that the lower the coking temperature the greater the specific heat of the semi-coke. The results obtained for various coals showed marked variations in the coking heats. These variations suggested that exothermal reactions probably entered into the phenomenon. Examination showed that all of the coals except one showed exothermic reaction of dissociation—"Das Gas und Wasserfach," 1927, numbers 1, 2, 3 and 4.

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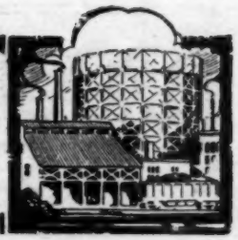
USE OF LIGNITE COAL

AN exhaustive report on investigations of the preparation and use of lignite from 1918 to 1925 is published as Bulletin No. 255 of the Bureau of Mines. It contains considerable detail on the carbonization of lignite and its conversion into various products, amongst which is gas. The report is in the nature of a description of various experiments that have been carried out in the United States and elsewhere on the utilization of lignite, high temperature and low temperature carbonization, and also with the recovery of by-products. All these experiments are described in considerable detail, with tabulations of operating results, curve sheets, accurate descriptions of apparatus and of the methods of operating them. The economic and industrial phases of the utilization of lignite are also considered. A section is also included on the analysis of lignite and lignite char.

The following general conclusions were drawn from this report: The lack of development of a lignite industry is pointed out, as well as the need for such a development. The most promising process for preparing a domestic fuel from lignite is to carbonize it and briquette the resulting char. The Bureau of Mines has such a process, which is suitable for commercial application. A special form of carbonizer is used for the purpose. The efficiency of the carbonization is 83.5 per cent. The yields of tar, gas, ammonia, oil and pitch depend on the character and quality of the lignite carbonized, upon the completeness or degree of carbonization, and upon the method and apparatus used for carbonizing. In general the yields are lower per ton of raw lignite than per ton of bituminous coking coal, and the quality of the gas is lower, sometimes very much lower, than of coal gas.

Thus one ton (two thousand pounds) of lignite will yield 800 pounds of tar, 16,000 cubic feet of producer gas having a calorific value of 110 B.t.u. per cubic foot, 15 pounds of ammonium sulphate,, 30 pounds of tar per ton. The value of the by-products from the carbonization of average lignite is considerably less than the value of the by-products from the carbonization of bituminous coal.

NEWS OF THE GAS INDUSTRY



Sterrett Made Manager of Gas Company

C. M. Benedict Granted a Leave; Gamble Elected to the Board

Des Moines.—C. M. Benedict, president of the Des Moines Gas Company, was granted an extended leave of absence at the annual stockholders' meeting of the company, and will depart shortly for the east.

H. R. Sterrett, manager of the company, was elected vice-president and manager, and will have full charge of the utility company's operations here in future.

J. G. Gamble, of the law firm of Sargent, Gamble & Read, counsel for the company, was elected to the board of directors to succeed Benedict. Other changes made on the board include the election of William W. Bodine to succeed Lewis Lillie, and W. H. Taylor to succeed J. T. Hutchings. Both of the new out-of-town directors are residents of Philadelphia.

Goes to Philadelphia

President Benedict, who has been head of the company since 1922, will become assistant to P. H. Gadsden, vice-president of the United Gas Improvement Company, Philadelphia, one of the largest public utilities corporations in the United States, of which the Des Moines Gas Company is a subsidiary. His duties will deal with public relations work in connection with the various United Gas Improvement properties.

Benedict is a close personal friend of Gadsden. He was vice-president of the Charleston (S. C.) Consolidated Railway and Lighting Company twelve years, during which time Gadsden was president of that company. Benedict came to Des Moines from Charleston. He has been with the United Gas Improvement Company in various capacities for thirty-two years.

Was Engineer

H. R. Sterrett, who becomes active head of the local company, came to Des Moines ten years ago as engineer. He was named manager in January, 1924, and has served in that capacity up to the present, in addition to being elected to the board of directors. He has been with the United Gas Improvement Company seventeen years, and came here from Ardmore, Pa., a suburb of Philadelphia.

The complete list of officers chosen is: C. M. Benedict, president; H. R. Sterrett, vice-president and manager; G. W. Curran, secretary; J. G. Gamble, assistant secretary; I. E. Mowen, treasurer, and I. W. Morris, assistant treasurer.

Directory board members re-elected include: J. M. Burroughs, Alex Fitzhugh, B. F. Kauffman, William Koch, Ralph Plumb, H. R. Sterrett, all of Des Moines, and P. H. Gadsden, of Philadelphia.

GAS COMPANY IS CAMPAIGNING AGAINST JUMPERS ON METERS

Three Men Held Under Bail for Court By Alderman Smith

Scranton, Pa.—Arrested by special officers of the Scranton Gas and Water Company charged with the larceny of gas, Joseph Jennings, of 1021 Oak Street; F. G. Ritter, of 1130 Meadow Avenue, and Frank Naughton, of 727 West Market Street, were each held in $1,000 bail for court when arraigned before Alderman Jacob Smith.

According to announcement of officers of the company, a campaign to eliminate the use of "jumpers" on gas meters has been instituted. They declared that additional arrests will follow.

GAS APPLIANCES TO BE ADJUSTED

Mechanical Experts Will Visit Every House

Los Angeles.—The Los Angeles Gas and Electric Corporation will send out a corps of mechanical experts to visit every customer served by the company for the purpose of adusting gas appliances properly to the new natural gas, it was announced recently.

The house-to-house canvass will be made as part of the corporation's campaign to demonstrate that natural gas is as efficient and economical as the manufactured gas which was sold to local consumers until a few weeks ago. The plan to throw a service army into the field was revealed by H. L. Masser, gas engineer for the corporation, at a conference with the city's public utility board.

* * *

Atlantic City Gas Company Buys Egg Harbor Plant

Atlantic City.—Purchase of the Enterprise Gas Company of Egg Harbor by the Atlantic City Gas Company was confirmed by Louis N. Yetter, commercial manager of the Atlantic City Company. The purchase is subject to approval by the New Jersey Public Utilities Commission.

Operation of the company will be taken over by the purchasers in the near future. Fred Mueller, present manager, will be retained, it was stated, and the gas will be manufactured in the Egg Harbor plant for the present. The stock in the company is owned almost entirely by the consumers.

The Atlantic City Gas Company has recently acquired the Pleasantville Gas Company, which served towns along the Shore Road, and is now planning to extend its service to Mays Landing.

FIFTH ANNUAL MEETING OF EASTERN STATES GAS CONFERENCE

Papers and Discussion Reflect the Growth of the Gas Industry in the Past and the Security of Its Position in the Future

This meeting held at the Bellevue-Stratford Hotel, Philadelphia. on April 7 and 8, was highly successful from every standpoint. The papers covered virtually all phases of the work carried out by gas companies in serving nearly half the entire population of the United States.

President S. P. Curtis briefly traced the growth of the gas business and also the gain in attendance at the successive meetings of the Eastern Gas Conference. He called attention to the fact that the attitude of gas companies has changed to the end that the public is becoming broadly sympathetic.

Mr. Curtis pointed out that archaic rate structures have hindered the growth and expansion of the industry. Our advancing civilization, indicated President Curtis, is increasingly demanding the abatement of the smoke nuisance, and in this connection the widespread use of gas will largely assist in solving this problem.

He traced the growth of the important role the American housewife is assuming in emancipating the home from the baneful influence of soot and ashes. We will get the house heating load whether we desire it or not, and we should take steps to see that it is gotten under conditions favorable to the gas company. Mr. Curtis further emphasized.

Major Forward Makes Inspiring Address

Major Alexander Forward, managing director of the American Gas Association, made an optimistic and inspiring address, which was full of meaty and timely advice and data.

The fact that gas companies must depend upon the various women's clubs and organizations throughout the country for much of the increase in its load was amply verified by the addresses and papers delivered by several women of nationwide prominence in affairs of the home. They ably demonstrated that any back-to-the-home movement by way of popularizing the home kitchen and home table must be largely due to their efforts In turn this will undoubtedly increase the cooking and water heating loads.

Mrs. Anna B. Scott, cooking expert and food economist of the Philadelphia Inquirer, said in part that the best that comes to the family comes from the kitchen, and if we do not stress and facilitate our home-making our very civilization is in peril.

The men were advised by several of the ladies during the discussions to eat at home if they desire to save and increase the cooking load.

Value of Telephone Conversation

Mr. H. B. Bryans, in his paper, "Public Relationship Through Telephone or Order Clerk," stressed the value of training employees in the order or complaint department to the proper usage of the telephone. He indicated that the men delegated to such tasks should be well equipped from the standpoint of education, and that such positions should be the stepping stones to higher ones in the company. One of Mr. Bryans' telling points was to the effect that the order and service department can no longer be considered as a necessary evil, but rather must be classed as a pivot department of any company.

"What Are the Competitive Fuels of Manufactured Gas Used by Industries in Mechanical Heating Operations and Why?" by Mr. R. E. Ramsay, brought out in part that electricity has profited due to the vast amount of money spent in research and publicity; particularly where its cost is at or about nine-tenths of a cent per kilowatt hour. He also indicated that where oil is delivered to the burner at nine cents per gallon it offers stiff competition. The enlightening discussion that centered about this paper revealed that we should not spend too much time painting pictures about the use of gas, but should rather study more closely the various industries and their problems, and especially analyze costs.

The value of floor space, depreciation on stacks, more frequent replacement of muffles, effect of coal dust, interest and depreciation on coal in storage, etc., may oftentimes turn the scale in favor of gas as the ultimate fuel. Processed steam is a competitor to be reckoned with for certain industrial heating jobs, and has been overlooked by many gas men.

Realistic Representation of Resuscitation

In addition to the several papers and addresses dealing with the various aspects of cultivating public relations, marketing gas appliances, transportation matters, load building, etc., by men prominently associated with the gas industry, there was supplied some instructive diversion by way of a practical demonstration of resuscitation.

A team put on this demonstration, which was made quite realistic with the groaning of the "patient" undergoing treatment.

During this "show" Mr. Edward Steidle explained what happens when one is overcome by carbon monoxide gas. A cat was also "put away" and then brought back to consciousness, none the worse for wear, by means of the proper apparatus.

The banquet was largely attended, with good speakers and wholesome entertainment.

Mr. H. H. Newman was elected president for the coming year.

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Stacey Manufacturing Co. Receives Contract for Erection of Holder at Plant of American Steel & Wire Co.

The Stacey Manufacturing Company, Cincinnati, Ohio, have received contract for the installation of a 75,000 cu. ft. capacity single lift holder at the plant of the American Steel & Wire Company, Cleveland, Ohio. This holder is to replace an old structure of the same capacity and erection of the new work will start just as soon as the old holder is dismantled.

PENNSYLVANIA GAS ASSOCIATION HOLDS NINETEENTH ANNUAL MEETING

Timely Papers of a Commercial and Service Aspect Presented

A successful meeting of the Pennsylvania Gas Association was held at the Bellevue-Stratford Hotel in Philadelphia on Wednesday, April 6. The keynote of this gathering was one that was concerned chiefly with better servicing the customer. Mr. Allyn C. Taylor, president of the association, kept matters moving to the entire satisfaction of the hundred-odd in attendance.

The morning session was given over to purely business matters by way of the reading of committee reports and the like. An interesting phase of this session was the talk of Mr. H. H. Ganser, wherein he told of the valuable work the Public Relations Committee has done along the line of keeping close watch on bills introduced during the session of the State Legislature, the passing of which might be derogatory to the efficient management of gas companies. Mr. Ganser's remarks were ably backed by those of Mr. Connolly, the association's counsel. The nominating committee proposed the name of Mr. John A. Weiser for president during the coming year. This was accepted unanimously and Mr. Weiser responded with a few well-chosen remarks, asking that the members co-operate with him in making his regime a success.

A very enjoyable luncheon was served for the members and their guests after the morning session, and the afternoon's work got under way in the reading of a paper, "New Business Campaigns," written by Mr. B. F. Pickard. In the absence of Mr. Pickard, the paper was presented by Mr. W. G. Murfit.

Selling Appliances by Means of a Truck

One interesting feature of Mr. Pickard's paper had to do with the fitting out of a special truck with gas appliances under actual conditions of operation. The appliances were supplied with Pyrofax gas. The truck was driven from point to point in the city while the neighborhood was being canvassed.

In discussing this paper Mr. H. H. Ganser spoke to the effect that if sales could be stimulated by so-called "circus" or spectacular methods it might be well to drop some dignity. He further said that such a truck might possibly take the place of expensive display rooms in outlying districts.

Mr. Stanley Grady called attention to the thought that many people will pay an additional sum for a custom-built range, just as many men will pay for an automobile made to their special order. He stated that he knew of a good many of such cases where special-to-order ranges had been sold.

Round Table Discussion

A round table discussion which centered about the subject, "Service to Customers From Distribution Department Standpoint," evoked some pertinent and illuminating discussion. Among the points brought out can be mentioned:

Satisfy the customer in preference to expending a lot of red tape.

Employees should keep in touch with public sentiment and report any radical change in the same.

Try and retain the good-will of the customer who gets in the non-pay class, and do not cut off his gas supply in the afternoon, but preferably in the morning.

Fitters should bring back from a job complete data that might be of interest.

Data should be kept on the occurrence of holidays and the state of the weather, so as to foretell how many men to keep on in order to handle complaints.

In the case of one particular city each house is visited once in three years to see that everything is satisfactory.

Meetings of fitters are held at regular intervals and problems discussed for the betterment of the service.

Address on Advertising

An able address by William F. O'Donnell on the subject of "Fitting the Advertising to the Purpose," showed the following high spots:

Advertising is not an exact science; it is "salesmanship in print."

If advertising does not sell goods it is valueless.

Advertising men must be inherent salesmen or else get their basic ideas from salesmen.

The object must first be ascertained and then the ad must be fitted to the same.

It does not make much difference whether an appliance is sold by the gas company or an appliance store, so long as it comes up to specifications.

The fact that we have a monopoly does not guarantee that we will be successful merchants.

People usually deal with their friends; hence the need for promoting friendship with our customers.

We must create a desire in the minds of our customers to own an appliance; therefore we should stress in our advertising the items of pleasure, comfort and satisfaction.

Special campaigns are good in that they give the salesmen something new to talk about—they break down the salesmen's and customers' inertia. Campaigns should not come too often.

Newspaper advertising, perhaps, brings the best results; it is timely and dependable.

Broadsides can be distributed from door to door for about one-third the cost of mailing.

It is advisable to intersperse in our newspaper advertising some policy and good-will ads. Such publicity tends to humanize the company.

* * *

Gets Natural Gas Franchise

By a vote of 222 to 10, the voters of Alamosa, Colorado, carried the special election held March 8, giving the San Luis Valley Public Service Company a franchise to serve the city with natural gas. The gas must be piped eight miles.

George G. Ramsdell Recipient of Gift in Honor of 79th Birthday

New York, April 13.—George G. Ramsdell, librarian of the American Gas Association, was presented with a leather case containing two Dunhill pipes by the executive board of the association at its regular April meeting here this morning. The presentation was made in honor of Mr. Ramsdell's seventy-ninth birthday, the 30th of this month.

Alexander B. Macbeth, president of the association, made the presentation for the board, calling attention to the length of service and

Geo. G. Ramsdell

the splendid record of Mr. Ramsdell.

"In Mr. Ramsdell's experience of 50 years in the gas business," said Mr. Macbeth, "he has seen forty-seven years of association work, is now, and has served as secretary of the Society of Gas Lighting for twenty-five years. There is no man more widely known or more generally honored in the esteem of the industry.

"In spite of his many years in the business and his wonderful age, he is very different from most of us when we get old. He has still a very youthful spirit. He does not sit around and tell how much better they used to do things in the old days. He states that everything is done better now than it used to be."

In expressing his thanks, Mr. Ramsdell told of his desire to carry on in the gas industry as long as he lives.

Mr. Ramsdell is a member of the famous Old Guard of the Industry, of which only six are living today. He was born in Providence, R. I., in 1848. Completing a course at Vincennes University in 1863, he undertook to organize a company to heat Vincennes, Ind., from a central plant. Officials of the Citizens Gas Company became interested in the project, resulting in his appointment as manager and treasurer in 1877.

He held this position until 1890, when he became general manager of the American Gas Company, at Philadelphia. In 1905 he became president of the Ramsdell Inverted Lamp Company. In 1911 he was elected secretary and treasurer of the American Gas Institute.

Mr. Ramsdell is known as the "perennial secretary" of the Society of Gas Lighting, having held that position since 1904. He is also a past president of the Western Gas Association, the American Gas Light Association, and is an honorary member of the Ohio and French Associations. In 1900 he was one of the two American Association officials to attend the International Gas Congress at Paris.

He has been a member of the American Gas Association headquarters staff since the formation of the association.

Convention Calendar

April

19-22—Southern Gas Association. Annual meeting, Biltmore Hotel, Atlanta, Ga. J. P. Connolly, secretary, 141 Meeting Street, Charleston, S. C.

20-22—Midwest Gas Association. Annual convention, The St. Paul, St. Paul, Minn. H. R. Sterrett, secretary, 551 Seventh Street, Des Moines, Iowa.

26-29—Southwestern Public Service Association. Annual meeting, New Orleans, La. E. N. Willis, secretary, 403 Slaughter Bldg., Dallas, Texas.

May

5-7—Missouri Association of Public Utilities. Location to be selected later. F. D. Beardslee, secretary, 315 North Twelfth Street, St. Louis, Mo.

6-7—Pacific Gas Association. Northwest Regional Conference, Hotel Davenport, Spokane, Wash. Clifford Johnstone, secretary, San Francisco.

9-11 Natural Gas Association of America. Annual meeting, Cincinnati, Ohio. Guy F. Batchelor, secretary, 904 Oliver Bldg., Pittsburgh, Pa.

19-21—Indiana Public Utility Association. Annual meeting Gas Section, French Lick Springs Hotel, French Lick. E. J. Burke, secretary, 1270 Peoples Gas Bldg., Chicago, Ill.

25-28—New York Regional Sales Conference. Annual meeting, Lake Mohonk Mountain House, Lake Mohonk, New York.

31 & June 1—American Gas Association. Production Conference of Technical Section, Detroit, Mich.

* * *

STATEMENT OF THE OWNERSHIP, MANAGEMENT, CIRCULATION, ETC., REQUIRED BY THE ACT OF CONGRESS OF AUGUST 24, 1912, OF AMERICAN GAS JOURNAL.

Published weekly at New York, N. Y., for April 1, 1927.

State of New York }
County of New York } ss.:

Before me, a Notary Public in and for the State and county aforesaid, personally appeared Stanton G. Krake, who, having been duly sworn according to law, deposes and says that he is the Business Manager of the American Gas Journal, and that the following is, to the best of his knowledge and belief, a true statement of the ownership, management, etc., of the aforesaid publication for the date shown in the above caption, required by the Act of August 24, 1912, embodied in section 411, Postal Laws and Regulations, printed on the reverse of this form, to wit:

1. That the names and addresses of the publisher, editor, managing editor, and business managers are:

Name of Publisher—American Gas Light Journal, Inc., 53 Park Place, New York, N. Y. Editor—H. M. Riley, Flushing, N. Y. Managing Editor—S. G. Krake, Brooklyn, N. Y. Business Manager—S. G. Krake, Brooklyn, N. Y.

2. That the owners are: American Gas Light Journal, Inc., 53 Park Place, New York, N. Y.; Elbert P. Callender, San Francisco, Cal.; Stanton G. Krake, Brooklyn, N. Y.

3. That the known bondholders, mortgagees, and other security holders owning or holding 1 per cent or more of total amount of bonds, mortgages, or other securities are: None.

4. That the two paragraphs next above, giving the names of the owners, stockholders, and security holders, if any, contain not only the list of stockholders and security holders as they appear upon the books of the company but also, in cases where the stockholder or security holder appears upon the books of the company as trustee or in any other fiduciary relation, the name of the person or corporation for whom such trustee is acting, is given; also that the said two paragraphs contain statements embracing affiant's full knowledge and belief as to the circumstances and conditions under which stockholders and security holders who do not appear upon the books of the company as trustees, hold stock and securities in a capacity other than that of a bona fide owner; and this affiant has no reason to believe that any other person, association, or corporation has any interest direct or indirect in the said stock, bonds, or other securities than as so stated by him.

STANTON G. KRAKE,
Business Manager.

Sworn to and subscribed before me this 2nd day of April, 1927.

E. M. DE GROVE.

(Seal)
(My commission expires March 30, 1929)

U. G. I. Contracting Company Activities

Minneapolis, Minn.—The Minneapolis Gas Light Company has decided upon extensive improvements to its manufacturing plant to take care of increasing demands. Included in the improvements will be the installation of two U. G. I. 11-foot sets of carburetted water gas apparatus with A. B. C. mechanical generators. Each set will likewise be equipped with Chrisman Cycle, U. G. I. Model B automatic controls and a U. G. I. Vertical waste heat boiler will be installed and connected so as to be operated interchangeably with the two sets.

By the use of a Smoot accumulator, the exhaust steam from the various steam using units will be concentrated and used over again for gas-making purposes in the water gas sets.

To obtain effective condensing of the make gas, a U. G. I. high duty condenser of the four pass type will be installed. Its diameter will be 10 feet and it will have a cooling capacity sufficient to cool the gas from both of the two 11-ft. sets from 180 to 100 degrees F. with cooling water at 75 degrees F. when the sets are not on the "make" period simultaneously.

Connections and piping of various kinds will be installed. These will include welded steel overhead mains, cast iron underground connections and piping for steam, water, oil and tar and drains.

Concrete tar separator and building changes are included in the program. The contract for the entire installation has been awarded to the U. G. I. Contracting Co., Philadelphia.

Trenton, N. J.—The Public Service Electric & Gas Company has contracted with the U. G. I. Contracting Company to furnish and install one of its 8-pass high duty condensers at the Trenton Works. The condenser will have a capacity of 250,000 cu. ft. per hour.

Shrewsbury, Mo.—As a result of the general satisfaction given by the last U. G. I. 10 ft. water gas installation, the St. Louis County Gas Company has awarded contract to the U. G. I. Contracting Company for the installation of an 11-ft. water gas set equipment with Chrisman Cycle Model B automatic control, heavy oil nebulizing system and 11-ft. U. G. I. high duty condenser.

By the inclusion of the later U. G. I. improvements, the equipment will be about as efficient as present gas engineering knowledge will permit. The heavy oil nebulizing system will permit the use of heavier and cheaper oils without the sacrifice of gas quantity or quality. Chrisman cycle will increase the gas capacity, with corresponding reduction in fuel per 1,000 and the Model B automatic control will operate the apparatus with positive certainty and accuracy.

Completion of the installation is expected in about four months.

Salisbury, Md.—In addition to the contracts already awarded by the Citizens Gas Company to the U. G. I. Contracting Company for the installation of new carburetted water gas apparatus, etc., additional orders have been issued to the latter company for the installation of new carburetted water gas apparatus, etc., additional orders have been issued to the latter company for the installation of overhead steel mains and underground yard connections made necessary by the enlarged capacity of the plant.

Suffolk, Va.—The U. G. I. Contracting Company are installing a Chrisman cycle on the carburetted water gas apparatus at the plant of the Suffolk Gas-Electric Company. The Chrisman Cycle will considerably improve the capacity results and efficiencies of the apparatus.

* * *

Does Not Require New Franchise Now

Charles Rump, general manager of the Public Service Company of Colorado at its Grand Junction plant, says that all rumors to the effect that his company is seeking a new franchise are without foundation. The present franchise does not expire until 1931.

Increase in Gas Consumption Forerunner of Large Increase in Coming Year, Says A. E. Merchant

Atlanta, Ga.—The huge increase in the consumption of gas during the past five years is just a forerunner of a tremendous increase in the coming years, A. E. Merchant, of New Orleans, president of the Southern Gas Association, stated.

Mr. Merchant was in Atlanta to arrange for the nineteenth annual convention of the association, to be held here April 19, 20 and 21. The convention will be the first homecoming meeting ever held by the association, as it was formed in Atlanta twenty years ago. Some of the original charter members are expected to attend and to reenact the scenes when the organization was perfected as one of the features of the three-day meeting.

Mr. Merchant said that during the past five years the consumption of commercial gas had increased forty per cent. This is due, he said, to the use of gas by industrial concerns. More and more of them in all parts of the country are coming to realize that gas is the cheapest, cleanest and most desirable fuel that they can use, and as a consequence more of them are turning to it every year, he said.

Plans for the homecoming convention are rapidly rounding into shape, and indications point to an attendance of several hundred gas executives from all parts of the South.

* * *

Gas Company to Erect Large Gas Holder on Hill Street Property

Gloversville.—Work will begin shortly on Hill Street on the largest piece of gas construction ever undertaken by the Fulton County Gas & Electric Company, in the excavation for a huge gas holder, which will have a capacity of 750,000 cubic feet, and measuring about 111 feet in diameter and about 123 feet in height.

The work will be completed in about three weeks, and the holder will be ready for service about December 1.